

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

January 20, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Public Relations Activities

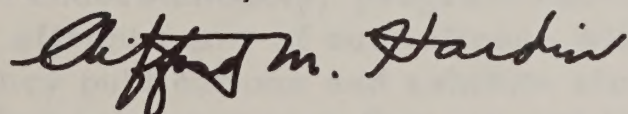
The President recently has stated his concern about certain public relations activities, and has ordered a curtailment of these activities. I share the President's concern.

No general criticism of information programs is intended. The Act establishing this Department provides that its general design and duties ". . . shall be to acquire and diffuse among the people of the United States useful information on subjects connected with agriculture, in the most general and comprehensive sense of that word. . ."

Rather, the intent is to eliminate activities which go beyond providing necessary information to the public--activities concerned with, in the President's words, ". . . promoting the agency's programs and attempting to obtain support of special interest groups."

A copy of the President's Memorandum to the Heads of Executive Departments and Agencies is attached for your information and guidance. Where applicable, you have been advised of the specific dollar reductions to be made in public relations activities in your agencies. You should take steps to see that specific public relations activities are, in fact, reduced and that you are in a position to submit reports when called upon showing that such activities are being held to a level below that which existed prior to the time these reductions were made.

Please send to the Director of the Office of Budget and Finance, through the respective Assistant Secretary or Director, a brief report showing for both the fiscal years 1971 and 1972, the specific activities curtailed or eliminated, the number of employees and man-years reassigned and the reductions in printing or other costs. This report should be sufficiently detailed to explain the situation fully.



Secretary of Agriculture

Attachment

THE WHITE HOUSE

WASHINGTON

November 6, 1970

MEMORANDUM TO

THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

Subject: Public Relations Activities

During the past 18 months, I have seen a number of agency publications, exhibits, films and related public relations efforts which in my judgment represent a questionable use of the taxpayers' money for the purpose of promoting and soliciting support for various agency activities. While I believe in and fully support an open Administration that legitimately informs the public, I want to put an end to inappropriate promotional activities by executive branch agencies.

Therefore, I direct you to curtail sharply your agency's FY 1971 plans for promoting the agency's programs and attempting to obtain support of special interest groups.

To bring about a curtailment of self-serving and wasteful public relations activities, I have instructed the Director of the Office of Management and Budget to reduce the funds available to your agency in FY 1971 for broadcasting, advertising, exhibits, films, publications, and similar public relations efforts. The Director will inform you of the specific dollar reduction I have ordered for your agency. I have directed that amounts which would have been used for this purpose be reduced and placed in reserve.

I want to make it clear that this is not an attempt to single out those who serve the Government well by informing the public and preserving the principle of freedom of information. Rather, it is directed at those who are, quite understandably, program advocates, and who, perhaps unknowingly, affront many of our citizens with public relations promotions, fancy publications and exhibits aimed at a limited audience, and similar extravagances that are not in keeping with this Administration's often stated policy of frugal management of the public's resources.

WASHINGTON

Please take personal action to ensure that your subordinates carry out the intent of this directive and that they do not attempt to circumvent it through changes in position titles or a reallocation of resources intended for other purposes.

MEMORANDUM TO

THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

Richard M. Nixon

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

January 20, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Jobs for Veterans

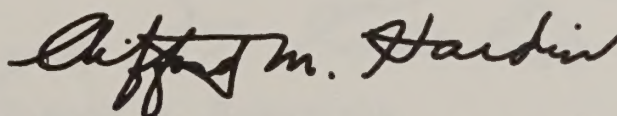
On December 15, 1970, President Nixon issued a memorandum asking Heads of Departments and Agencies to support "Jobs for Veterans," a national effort designed to provide maximum employment opportunities for veterans. In his message the President stated, "I expect the Departments and Agencies of the Executive Branch to lead the way in this important effort and to support the program fully within their areas of responsibility."

I know you will want to do your part to make this objective a reality and help ease our veterans' transition from military service to productive and satisfying careers. Many veterans have developed special skills that can be useful to us. Each veteran deserves the opportunity to find his place in our economic system.

The Veterans Readjustment Appointment authority provides such a path. It offers jobs coupled with training and education to our returning servicemen.

I ask you and those at all levels engaged in the hiring process, both in Washington, D. C., and at field locations, for your personal support and involvement.

I know I can depend on you to meet this challenge!



Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

May 1, 1951

Dear Sir:

Very truly yours,

W. L. Rorer

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Index for Veterans

The Department of Agriculture, through the Agricultural Research Service, is pleased to support the National Veterans' Affairs Administration in its efforts to provide information and assistance to the Veterans' Affairs Administration. In the interest of the Veterans' Affairs Administration, the Department of Agriculture is pleased to support the program fully and to the best of its ability.

I know you will want to do your best to make the objective a reality and to make the Veterans' Affairs Administration feel that the Department of Agriculture is doing its best to support the program fully and to the best of its ability.

The Department of Agriculture is pleased to support the program fully and to the best of its ability.

I am sure you will have all the necessary cooperation in the future process, both in the Department of Agriculture and in the Veterans' Affairs Administration.

I know you will do your best to support the program fully.

W. L. Rorer

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

February 4, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

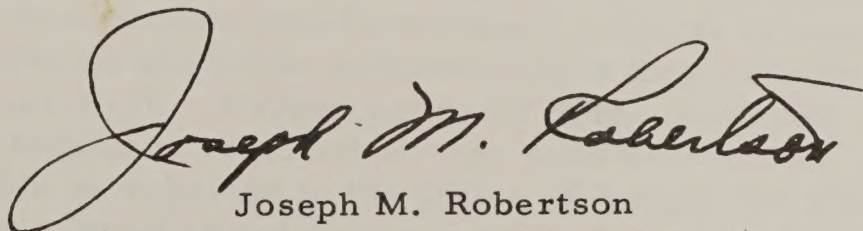
Coordinator for the Federal Women's Program

This is to announce the designation of Dr. Helene C. Cecil, Research Biologist, Agricultural Research Service, as Department Coordinator for the Federal Women's Program. In addition to her regular duties in ARS, she will assist the Department in assuring full Equal Employment Opportunity for women employees and applicants.

Dr. Cecil replaces Dr. Caro Luhrs, Special Assistant to the Secretary for Medical Affairs, as Coordinator of the Women's Program. Because of the press of other duties, Dr. Luhrs was unable to continue in this assignment.

Dr. Cecil brings to her new responsibility not only a depth of administrative ability, but also a concern for assuring optimum career opportunities for women in the Department. She recently served as Chairman of a Task Force to examine opportunities for and to make recommendations for improving professional advancement of women employees in ARS.

You or your Agency representative for the Federal Women's Program will be contacted by Dr. Cecil concerning implementation of the Federal Women's Program. Please provide her the complete cooperation of your Agency.


Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C.

February 1, 1911

TO THE CHIEF OF THE BUREAU OF PLANT INDUSTRY

Memorandum for the Chief of the Bureau of Plant Industry

That in the report of the Director of the Bureau of Plant Industry, dated January 1, 1911, it is stated that the Bureau has been organized and is now in operation. It is also stated that the Bureau has been organized and is now in operation. It is also stated that the Bureau has been organized and is now in operation.

The Bureau of Plant Industry is now in operation and is now in operation. It is now in operation and is now in operation. It is now in operation and is now in operation. It is now in operation and is now in operation.

The Bureau of Plant Industry is now in operation and is now in operation. It is now in operation and is now in operation. It is now in operation and is now in operation. It is now in operation and is now in operation.

The Bureau of Plant Industry is now in operation and is now in operation. It is now in operation and is now in operation. It is now in operation and is now in operation. It is now in operation and is now in operation.

[Signature]
Director of the Bureau of Plant Industry

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

February 11, 1971

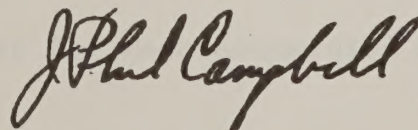
MEMORANDUM TO HEADS OF AGENCIES

Review of Commercial or Industrial Activities

It is the policy of the Government to rely upon the private enterprise system for the products and services which the Government uses. Exceptions to this policy may be made when authorized if certain conditions prevail. This policy and the conditions under which exceptions may be made are explained in Office of Management and Budget Circular A-76 and 1 AR 985.

In accordance with Circular A-76, a review must be made by June 30, 1971, of all Department activities which involve the furnishing of products or services which could possibly be provided by non-Government organizations or individuals. Therefore, each agency head is requested to make an intensive review of each such activity and submit a report in the form of the attached Exhibit A which clearly shows that it is to the Government's advantage to continue to conduct such activities. These reports should be submitted (4 copies) to the respective Assistant Secretaries or Directors not later than April 15, 1971. A critical look should be taken at all ongoing activities rather than just those which have previously been reported as commercial-industrial in nature. The Office of Budget and Finance will provide staff assistance in the review of agency proposals.

Agencies should maintain a continuous review of commercial-industrial type activities. Such agency-operated activities should be eliminated when it is practicable to substitute non-Government sources of supply. In addition, no new services should be initiated unless they clearly meet the test of Circular A-76. Written approval of the Assistant Secretary for Administration is required for any such new starts. Any terminations should also be reported to the Office of Budget and Finance so that the Department's inventory of commercial-industrial activities may be kept up to date.



J. Phil Campbell
Under Secretary

Attachment

UNITED STATES DEPARTMENT OF AGRICULTURE

(Agency)

Report on Commercial or Industrial Activities

Description and location of activity: (Provide brief identification of the product or service involved and indicate all locations where activity is carried out.)

Capital investment as of
December 31, 1970:

Annual costs of production (fiscal year 1971):

Man-years of employment (fiscal year 1971):

JUSTIFICATION:

(Explain clearly why your agency should continue to conduct the activity.

This justification should specifically cover the applicable provisions of Sections 4 and 5 of Circular A-76.

Where applicable, describe the efforts made to obtain commercial sources of supply, including dates, methods used, results, etc.

Where acquisition of products or services of more than \$50,000 from commercial sources will result in higher costs to the Government, attach a comparative cost analysis.)

Administrator

Date

(NOTE--Provide a separate report in this format for each commercial or industrial activity.)

THE HISTORY OF THE UNITED STATES

OF THE

AMERICAN PEOPLE

FROM THE FIRST SETTLEMENTS TO THE PRESENT TIME

BY

JOHN F. JOHNSON

NEW YORK

1877

THE HISTORY OF THE UNITED STATES

OF THE

AMERICAN PEOPLE

FROM THE FIRST SETTLEMENTS TO THE PRESENT TIME

BY

JOHN F. JOHNSON

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

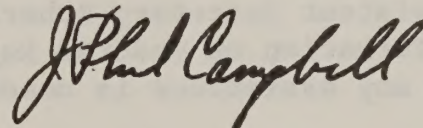
February 22, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Reproduced on the reverse hereof is the designation of Mr. William J. Lucas, Regional Forester, as the Secretary's Representative to the Denver Federal Regional Council.

As you will note, Mr. Lucas has been advised that he may call on all resources of the USDA agencies in the Denver area to carry out the mission of the Federal Regional Council. Agencies are expected to provide whatever assistance is needed by the Secretary's Representative.

Please advise your officials in the Denver area of this designation and instruct them to assist Mr. Lucas in this assignment in every way possible.



J. Phil Campbell
Under Secretary



DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

February 22 1971

Mr. William J. Lucas
Regional Forester
Forest Service, USDA
Federal Center Building
Denver, Colorado 80225

Dear Mr. Lucas:

Mr. William T. Van Orman, Chairman of the Denver Federal Regional Council, through the Office of Management and Budget has requested the Department to designate a representative of Agriculture to the Council.

I am hereby naming you as the Secretary's representative to the Denver Federal Regional Council. Please arrange with Mr. Van Orman for your assistance to the Council in carrying out the mission assigned to them by the President.

In carrying out this assignment you may call on the resources of all USDA agencies in the Denver area.

Assistant Secretary Robertson will provide you with background information on Federal Regional Council activities. Let him know if any assistance is needed.

Sincerely,

A handwritten signature in cursive script, reading "J. Phil Campbell", is written over the typed name.

J. PHIL CAMPBELL
Under Secretary

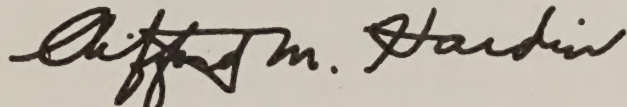
UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

March 4, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Assistant Secretary for Administration

Mr. Frank B. Elliott, Director, Office of Management Improvement,
is hereby designated as Acting Assistant Secretary for Administra-
tion, effective March 8, 1971, until further notice.


Secretary of Agriculture

THE UNIVERSITY OF CHICAGO
LIBRARY
520 EAST 58TH STREET
CHICAGO, ILL. 60637

RECEIVED BY THE UNIVERSITY OF CHICAGO LIBRARY

DATE RECEIVED: 10/10/1968

FROM: THE UNIVERSITY OF CHICAGO LIBRARY

TO: THE UNIVERSITY OF CHICAGO LIBRARY

RE: THE UNIVERSITY OF CHICAGO LIBRARY

CHICAGO, ILL.

10/10/1968

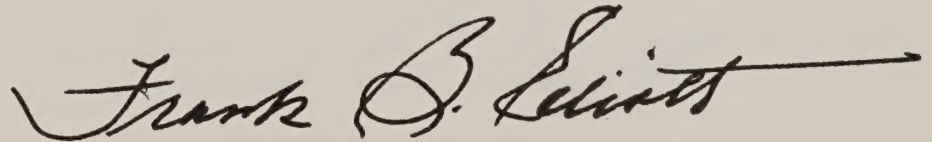
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UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

March 8, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Director, Office
of Management Improvement

I am designating Arthur T. Devlin as the Acting Director of the
Office of Management Improvement, effective March 8, 1971.

A handwritten signature in dark ink, reading "Frank B. Elliott", with a long horizontal flourish extending to the right.

FRANK B. ELLIOTT
Acting Assistant Secretary
for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C.

January 1, 1911

TO THE HONORABLE THE SECRETARY OF THE INTERIOR

Department of the Interior
Washington, D. C.

REPLYING TO YOUR LETTER OF JANUARY 1, 1911, CONCERNING THE

OFFICE OF THE SECRETARY OF AGRICULTURE, WASHINGTON, D. C.

James B. Smith

JAMES B. SMITH
A. B. SMITH, JR.
WASHINGTON, D. C.

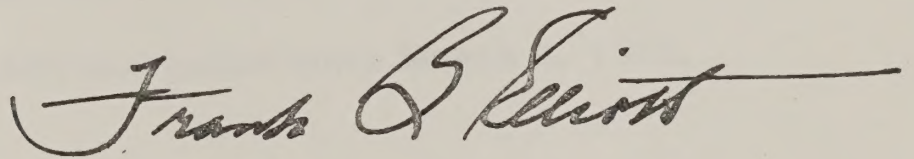
UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

March 30, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Director, Office of Information

Mr. Hal R. Taylor is hereby designated as Acting Director, Office of Information, effective immediately, until further notice.

A handwritten signature in dark ink, reading "Frank B. Elliott", with a long horizontal line extending to the right.

Frank B. Elliott
Acting Assistant Secretary
for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C.

May 10, 1917

RECEIVED BY THE OFFICE OF THE SECRETARY

FROM THE OFFICE OF THE SECRETARY

ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED

DATE 10-10-1988 BY SP-6 JRS/STP

[Handwritten signature]

Very truly yours,
J. B. H. [Signature]
Secretary

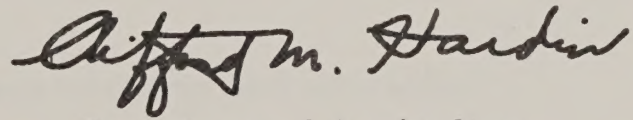
UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 15, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Appointment of Assistant Secretary for Administration

Effective April 9, 1971, Mr. Frank B. Elliott was appointed as the Assistant Secretary for Administration to be responsible for the functions assigned in 1 AR 10b. Mr. Elliott has served as Acting Assistant Secretary for Administration since March 8, 1971.


Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C.

April 19, 1917

Wanted to know if you had any more of the

following for sale or exchange

1. One pair of White Leghorns, 1 year old, 1 male, 1 female.

2. One pair of Black Orpingtons, 1 year old, 1 male, 1 female.

3. One pair of Black Game, 1 year old, 1 male, 1 female.

4. One pair of Black Game, 1 year old, 1 male, 1 female.

Very truly yours,

Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 19, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Federal Summer Employment Program for Youth

President Nixon has asked for the Department and Agency Heads to assist him in the summer employment of needy youth.

Once again the Department will take an active role in this Program. In past years, we have always exceeded our goal. In 1970, we pledged 2,127 jobs, and hired 2,831 needy young people. I am looking forward to the same enthusiastic response you showed last year.

I am asking each of you to continue the leadership that has made this Program successful. Let us assure these young people a full opportunity:

- to see the benefits of further training and education;
- to gain experience that will make them more employable for the future;
- to give them the financial means to return to their education.

Make a special effort to place these young Americans in jobs that are meaningful. Give them the best supervision and on-the-job training available.

Summer jobs for needy youth are to be provided in this Department at the rate of one job for every 40 regular employees. The jobs are to be given to young people ages 16 through 21 who need them the most because of economical or educational disadvantages.

Based on the above formula, the Department's goal is 2,078 jobs. This goal can be exceeded only through your support.

The Director of Personnel will assist you in every way possible.
He will notify you soon on the hiring quota for your Agency.
Individuals appointed under this Program are exempt from ceilings.

Clifford M. Hardin

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 28, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

1971 Presidential Management Improvement Awards

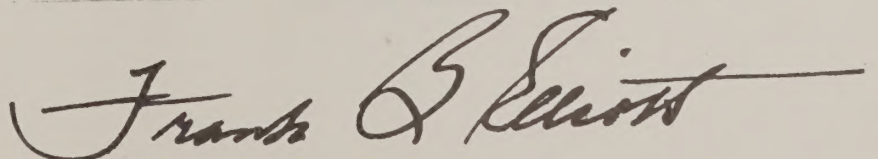
Exceptional contributions to cost reduction or improved operating effectiveness during Fiscal Year 1971 will be considered for Presidential recognition under the Government-wide Management Improvement Program.

The Annual Presidential Management Improvement Awards Program established in 1970 reflects President Nixon's interest in increased efficiency and economy. USDA was honored to receive two of the 15 President's Awards granted last year as well as two Certificates of Management Improvement. Names of the winners are on the reverse of this memorandum.

The fine work being accomplished throughout the Department certainly is worthy of recognition again this year. I hope that each Agency Head will take prompt action to review those agency programs which have been highly successful and identify employees whose efforts contributed to improvements. USDA may nominate four individuals, teams, or organizational units for recognition by the President. Nominations should be limited to two per agency.

Details concerning award criteria and format are in OMB Bulletin No. 71-7, copy attached. Please add a separate biographical sketch for each nominee or unit head as in the attached sample.

Eight copies of each nomination bound in folders should be submitted to the Director of Personnel through the appropriate Assistant Secretary or Director. The due date is June 15, 1971.



Frank B. Elliott
Assistant Secretary for
Administration

Attachments

1970 Presidential Awards for Management Improvement

Edward J. Hekman, Administrator, Food and Nutrition
Service

Rural Housing Division, Farmers Home Administration

1970 Presidential Certificates of Management Improvement

Richard P. Bartlett, Jr., Director, Statistical Staff,
Consumer and Marketing Service

David H. Askegaard, Director, Office of Program Analysis,
Rural Electrification Administration

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

BULLETIN NO. 71-7

April 7, 1971

TO THE HEADS OF EXECUTIVE DEPARTMENTS AND ESTABLISHMENTS

SUBJECT: Presidential Management Improvement Award

The second annual Presidential Management Improvement Awards ceremony is planned for September 27, 1971, in Washington, D. C. These Awards are the highest awards granted under the Government-wide Management Improvement Program established February 16, 1970, by Office of Management and Budget Circular No. A-44, and are presented in recognition of exceptional contributions to improved operating effectiveness and cost reduction in Government. In addition to the Awards, a limited number of Presidential Management Improvement Certificates will also be granted.

Heads of departments and agencies have the opportunity to nominate individuals, small working groups, teams, or organizational units whose achievements during this fiscal year represent the most outstanding contributions to improved management effectiveness or cost reduction in their agency.

Nominations for these awards must be submitted to the Office of Management and Budget, Washington, D. C. 20503, not later than July 16, 1971. The President's Advisory Council on Management Improvement will make recommendations to the President concerning the recipients of the Awards.

Criteria and procedures for nominations are set forth in the Attachment.

GEORGE P. SHULTZ
DIRECTOR

Attachment

MEMORANDUM FOR THE RECORD
SUBJECT: [Illegible]
DATE: [Illegible]

TO: [Illegible]

FROM: [Illegible]

1. [Illegible]

2. [Illegible]

3. [Illegible]

4. [Illegible]

5. [Illegible]

6. [Illegible]

7. [Illegible]

8. [Illegible]

9. [Illegible]

10. [Illegible]

NOMINATIONS

1. Criteria. Nominees are to be selected on the basis of achievements having an outstanding impact during FY 1971 on:

- a. Increased effectiveness in a vital function of Government (including improved service to the public), or
- b. Cost reduction.

(For further amplification, see paragraphs 3 and 4 of Circular No. A-44.)

2. Nominations for Awards. Nominations may be submitted for the achievements of:

- a. Individuals: Persons having made exceptional contributions to the agency during FY 1971.

- b. Small working groups or teams: A small number of individuals working together on a project, problem, or priority program during FY 1971.

- c. Organizational units: Elements of the agency below the bureau or command level whose membership and size are such that total group performance during FY 1971, equitably appraised by established performance goals or objective measure, represents exceptional unit achievement within programs, functions, or activities of vital concern to the agency.

3. Content of nominations. To be eligible for consideration, nominations must follow the prescribed format outlined below.

- a. A one page summary sheet in the format of the Exhibit. For group or organization nominations, an individual designated to serve as the representative for award purposes should be specified.

- b. Amplifying information, not exceeding 3 or 4 pages, should be attached and organized under the following headings.

(1) "Increased Effectiveness."

(a) Amplification of achievement:

Paragraph 1 -- Impact. Describe the importance of the Government mission, function, or activity affected.

Paragraph 2 -- Previous Level of Effectiveness. A description of the effectiveness and results achieved before improvement actions were taken (include if applicable, previously accepted levels of performance).

Paragraph 3 -- Actions Taken. Explain the actions taken to improve operating effectiveness.

Paragraph 4 -- Results. Indicate by quantitative, or other objective evidence, the way in which previous levels of performance or goals were exceeded.

Paragraph 5 -- Initiative Beyond Job Responsibilities. Describe, in detail, the degree of ingenuity, innovation, extraordinary dedication, or exceptional managerial skill demonstrated by the nominee regardless of whether it is an individual, group, or organization.

(b) Amplification of benefits:

Provide an analytical statement describing, whenever possible, in quantitative terms, the benefits derived from the achievement.

(2) "Cost Reduction Achievement."

(a) Amplification of achievement:

Paragraph 1 -- Previous Conditions. Describe the conditions which existed prior to implementation of the cost reduction contribution.

Paragraph 2 -- Actions Taken. Describe the actions taken including the date originated, and the date approved or completed.

Paragraph 3 -- Initiative Beyond Job Responsibilities. Explain how the achievement went beyond job responsibility, including the degree of ingenuity, innovation, managerial skill required, or extraordinary dedication that was demonstrated.

(b) Amplification of benefits:

Provide a statement describing:

- How the benefits were computed.
- How the benefits were validated.
- An identification of the budget item affected and a description of the impact and consequences of the achievement, including the effect on any of the budgetary object classifications.
- The estimated effect on the 1972 or 1973 budget.

4. Nomination limitations. Agencies may not submit more than the number of nominations allocated on the list below. Agencies not shown on this list are limited to one nomination. Each individual, group, or organization nomination will be counted as one nomination. The limitations on number of nominations, which are based on an analysis of agency populations, are as follows:

<u>Department or Agency</u>	<u>Number of Nominations</u>
Department of Agriculture	4
Department of Commerce	2
Department of Defense	38
Department of Health, Education, and Welfare	4
Department of Housing and Urban Development	2

<u>Department or Agency cont'd</u>	<u>Number of Nominations</u>
Department of Interior	3
Department of Justice	3
Department of Labor	2
Department of State	2
Department of Transportation	4
Department of the Treasury	4
Post Office Department	9
Agency for International Development	2
Office of Economic Opportunity	2
Peace Corps	2
Atomic Energy Commission	2
Central Intelligence Agency	2
Civil Service Commission	2
Corps of Engineers	2
Farm Credit Administration	2
Federal Communications Commission	2
Federal Deposit Insurance Corporation	2
Federal Home Loan Bank Board	2
Federal Maritime Commission	2
Federal Power Commission	2
Federal Trade Commission	2
General Services Administration	2
Interstate Commerce Commission	2
National Aeronautics and Space Administration	2
National Labor Relations Board	2
Panama Canal Company	2
Railroad Retirement Board	2
Securities and Exchange Commission	2
Selective Service System	2
Small Business Administration	2
Smithsonian Institution	2
Tennessee Valley Authority	2
U.S. Information Agency	2
Veterans Administration	5

SELECTION FACTORS

To the extent feasible, it is intended that the awards will exemplify and be representative of outstanding contributions in a wide variety of Federal programs. Equal consideration will be given to individual, small working group or team, and organizational unit nominations. In making selections for award, consideration will be given to the information provided in paragraph 3 of this Attachment.

SUMMARY FOR NOMINATIONS FOR
PRESIDENTIAL MANAGEMENT IMPROVEMENT AWARD

(submit original and five copies of all material)

Name of Nominee:

Agency:

Position

Title & Grade :

Organization:

Summary of
Achievement* :

Summary of
Benefits* :

Any Agency
Award Granted
or in Process
for this
Achievement :

Agency official to be contacted should clarification or
additional information or data be required:

Name and Title

Area Code & Tel. No.

* Amplifying statements are to be attached--written to
conform with the outline in the Attachment.

RESUME OF NOMINATION FOR
EXECUTIVE MANAGEMENT

(Submit original and five copies of this statement)

Name of Nominee:

Address:

Position
Title & Grade:

Summary of
Achievements:

Summary of
Background:

Any other
facts stated
or in regard
to this
achievement:

Agency official to be contacted should classification be
submitted. Indicate on data to be submitted:

Name and Title _____
Step _____

* Submitting statements are to be attached - written to
conform with the outline in the statement.

BIOGRAPHICAL BACKGROUND

NAME OF NOMINEE: (Show as it should appear on a certificate)
(Indicate Dr., Miss, Mr., or Mrs.)

DATE OF BIRTH:

PLACE OF BIRTH:

LEGAL RESIDENCE:

CURRENT HOME OR MAILING ADDRESS: (If different from legal residence)

EDUCATION: (Highlights -- Degrees etc.)

EMPLOYMENT HISTORY: (Show highlights in chronological listing.)
(Include Length of Federal service.)

COMMUNITY ACTIVITIES: (Include voluntary community activities and any other personal hobbies or interests if readily available.)

PROBATIONARY STATEMENTS

(There are 11 sheets appear on a separate page)
(Indicate on this sheet, the, or both)

NAME OF PERSON

DATE OF BIRTH

PLACE OF BIRTH

DATE OF DEATH

(If different from legal residence)

DATE OF DEATH
PLACE OF DEATH

(Indicate on this sheet, the, or both)

EDUCATION

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END OF STATEMENT

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DATE OF DEATH

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 30, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Sixteen-Point Program to Assist Spanish Surnamed

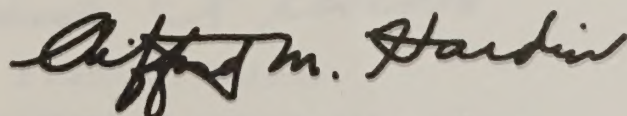
President Nixon recently initiated a 16-point program to increase the employment of Spanish surnamed persons in the Federal civilian service. This program is of high priority. It requires your active participation and support.

As you know, the Department participates in many special economic and educational opportunity programs. Its most recent endeavor is the Public Service Careers program which provides training, education and supportive services for entry level employees. You should use this program or any other of the special hiring programs that will increase the opportunities of Spanish surnamed people for jobs in your Agency.

A goal has been given each Agency under the minority hiring program. As part of this program, there is a need to significantly increase the employment of Spanish surnamed people.

The Office of Personnel will be issuing instructions to implement the 16-point program. I ask you to emphasize the program at all levels, both here in Washington, D. C., and in the field.

Through your support and positive efforts, we will be able to demonstrate progress in the hiring of Spanish surnamed people.



Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 15, 1963

MEMORANDUM FOR THE RECORD OF THE SECRETARY'S OFFICE

Domestic Food and Nutrition Program - 1963-64

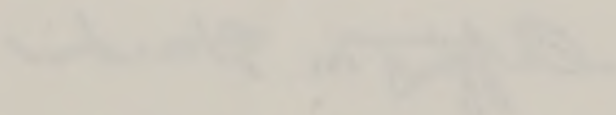
The Department is pleased to announce the establishment of a Domestic Food and Nutrition Program for the year 1963-64. The program is designed to provide food and nutrition assistance to the needy and to improve the nutritional status of the population. The program is authorized by the Food and Nutrition Act of 1955, as amended.

The program is divided into two main parts: the Food and Nutrition Assistance Program and the Food and Nutrition Information Program. The Food and Nutrition Assistance Program is designed to provide food and nutrition assistance to the needy and to improve the nutritional status of the population. The Food and Nutrition Information Program is designed to provide information to the public on food and nutrition matters. The program is authorized by the Food and Nutrition Act of 1955, as amended.

The program is authorized by the Food and Nutrition Act of 1955, as amended. The program is designed to provide food and nutrition assistance to the needy and to improve the nutritional status of the population. The program is authorized by the Food and Nutrition Act of 1955, as amended.

The Office of the Secretary will be working to improve the program and to provide information to the public on food and nutrition matters. The program is authorized by the Food and Nutrition Act of 1955, as amended.

Through your support and generous efforts, we will be able to improve the program and to provide information to the public on food and nutrition matters. The program is authorized by the Food and Nutrition Act of 1955, as amended.


Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 30, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

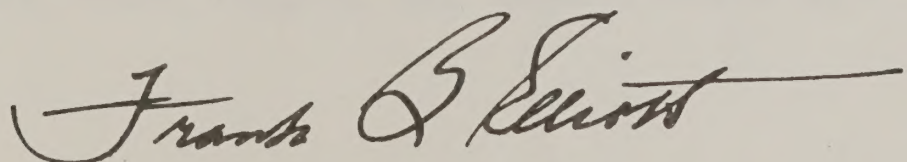
Summer Employment for the Handicapped

Last year this Department hired more than 650 summer employees in Washington, D. C. Only five were handicapped. We must improve on this record.

Gallaudet College, the world's only liberal arts college for the deaf, is located in Washington. Gallaudet has students seeking summer employment in secretarial and office work, computer and key punch services, laboratory and research work, library work, mathematics, skilled and unskilled trades, and accounting. In addition, the Vocational Rehabilitation Administration of the D. C. Government provides a comprehensive referral service for severely handicapped and mentally retarded youth.

I have asked the Director of Personnel to take steps to increase our summer employment of the handicapped--especially in Washington. Agency Coordinators for Summer Employment will be meeting with representatives from Gallaudet College and the Vocational Rehabilitation Administration shortly.

We have the jobs. Qualified candidates are available. Placements can be made. I ask each of you to cooperate in this effort.



Frank B. Elliott
Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 30, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

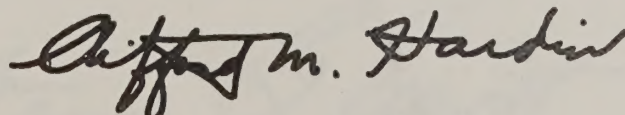
Employee Development

In this time of change, the Department of Agriculture must encourage every employee to do his part to meet its goals. Many employees have unused abilities and potentialities which, if developed, would aid the Department in meeting its objectives of serving agriculture and the American people.

Programs are available for employee development and advancement, but for various reasons, sometimes do not reach all of the people for whom they are designed. Every employee should have an opportunity to develop skills and abilities in ways that will result in more effective performance.

I ask each agency head to direct every division director or comparable official to assure that every person in his division has access to, and is reached by, the Department's personnel development and advancement programs. This responsibility will be carried out by the director or by an assistant director with the assistance of first-line supervisors.

The resources of the Department's personnel offices, including their career review systems, should be used in determining how each employee might best be helped to develop individual abilities and potentialities. Particular attention should be given to insuring that development opportunities are made available to all employees without regard to race, color, religion, sex, national origin, or civil service grade.



Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C.

April 20, 1911

MEMORANDUM FOR THE SECRETARY

Subject: (Title of Document)

1. It is hereby recommended that the proposed project be approved and that the necessary funds be allocated for its execution. The project is of great importance and will contribute significantly to the advancement of the Department's work.

2. The project is being proposed by the [Name of the Office or Division] and is in accordance with the policy of the Department. It is recommended that the project be approved and that the necessary funds be allocated for its execution.

3. The project is being proposed by the [Name of the Office or Division] and is in accordance with the policy of the Department. It is recommended that the project be approved and that the necessary funds be allocated for its execution.

4. The project is being proposed by the [Name of the Office or Division] and is in accordance with the policy of the Department. It is recommended that the project be approved and that the necessary funds be allocated for its execution.

[Signature]

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

May 17, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Control of Year-End Buying

Office of Management and Budget Bulletin No. 71-10 (attached) provides instructions for the control of year-end buying. The bulletin supplements Agriculture Procurement Regulations 4-4.5099b regarding year-end purchasing.

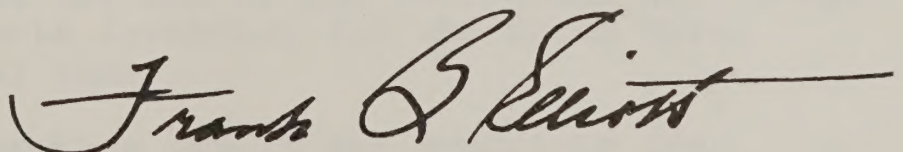
These instructions provide that:

- Obligations for the fourth quarter of fiscal year 1971 will not exceed obligations for the third quarter except where fully justified;
- orders for supplies, materials, and equipment will be kept to the minimum required; and
- end-of-year inventory should not exceed average end-of-month inventories.

Purchase orders and contracts which have delivery dates extending into the next fiscal year may be entered into in cases where there is a comparative cost advantage to the Government.

Employment should be maintained at minimum levels and must be kept within ceilings which are established for each agency.

Requests for exceptions to these regulations regarding procurement should be submitted to the Director, Office of Plant and Operations, for the approval of the Assistant Secretary for Administration.



Frank B. Elliott
Assistant Secretary for
Administration

Attachment

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

MAY 11, 1951

TO: DIRECTOR, BUREAU OF PLANT INDUSTRY

FROM: ASST. DIR. OF PLANT INDUSTRY

RE: [Illegible text]

[Illegible text]

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Approved:

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

BULLETIN NO. 71-10

May 5, 1971

TO THE HEADS OF EXECUTIVE DEPARTMENTS AND ESTABLISHMENTS

SUBJECT: Control of year-end buying

1. Purpose. This Bulletin provides policy guidance and general instructions on year-end buying. Its objective is to prevent wasteful or extravagant practices that sometimes arise during the last 60 days of the fiscal year when the availability of unobligated funds happens to be greater than is necessary to carry out approved programs.

2. Policy. Government operations must be carried on in the most effective and economical manner possible. Care will be exercised at all times in the ordering and purchasing of goods and services, and special attention will be given at year-end to resist the temptation to use up available appropriations unnecessarily.

3. General instructions. The following general instructions will govern the incurrence of obligations by all executive departments and agencies for the remainder of this fiscal year:

a. Obligations for the fourth quarter of fiscal year 1971 will not exceed obligations for the third quarter, except where a higher level is fully justified to carry out a seasonal requirement or an essential program objective.

b. Orders for supplies, materials, and equipment for the balance of this fiscal year will be kept to the minimum required to meet approved program needs.

c. Purchases for inventory will be managed so that inventories are maintained at no higher than normal levels. Generally, it would be expected that the number of weeks of inventory supply at the end of the year would not exceed the average end-of-month inventory for the first three quarters of the fiscal year.

d. Additional purchase orders and contracts for goods or services (for delivery extending into the next

fiscal year) may be entered into in cases that provide a comparative cost advantage to the Government.

e. Employment will be held to the minimum necessary to accomplish the job, and must be kept within the end-of-year employment ceilings established for each agency.

4. Implementation. To assure compliance with these general instructions, the head of each department and agency will be responsible for the prompt issuance of implementing instructions to the contracting officers and other officials authorized to incur obligations.

Exceptions to the instructions in paragraph 3 may be made only upon determination by the agency head that the need therefor is fully justified as being in the best interests of the Government.

GEORGE P. SHULTZ
Director

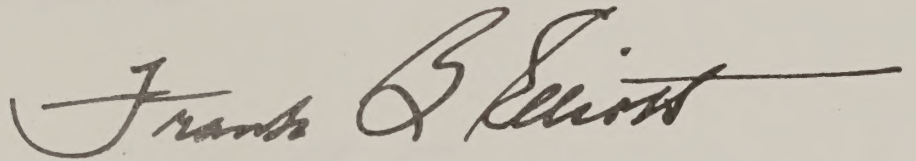
UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

May 26, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Director,
Office of Plant and Operations

Mr. Tony M. Baldauf is hereby designated as Acting Director,
Office of Plant and Operations, effective May 27, 1971, until further
notice.

A handwritten signature in dark ink, reading "Frank B. Elliott", with a long horizontal line extending to the right.

Frank B. Elliott
Assistant Secretary for
Administration

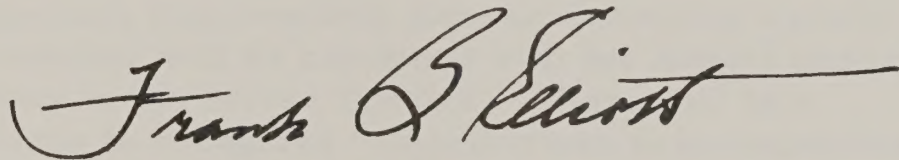
UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

June 8, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Appointment of Director, Office of Personnel

Mr. Sylvester B. Pranger was appointed to the position of Director, Office of Personnel, effective June 6, 1971. He has been serving as Acting Director since June 1, 1971, when he replaced Mr. Carl B. Barnes who retired from that position.

A handwritten signature in dark ink, reading "Frank B. Elliott". The signature is written in a cursive style with a long horizontal line extending to the right.

Frank B. Elliott
Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C.

June 1, 1914

Mr. J. M. Smith, Secretary of the Board of Agriculture

Washington, D. C.

Dear Sir: I have the honor to acknowledge the receipt of your letter of the 28th inst. regarding the matter of the proposed amendment to the act of March 3, 1907, relating to the administration of the National Forests. The same has been forwarded to the proper authorities for their consideration.

Very respectfully,
J. M. Smith
Secretary of the Board of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 24, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

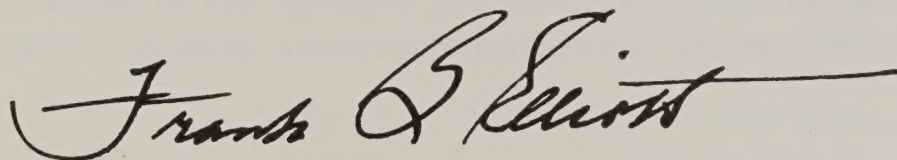
Secretary's Awards for Management Improvement

Employee contributions to management improvement will now be considered for the Department's highest awards--the Distinguished and Superior Service Honor Awards which are granted annually by the Secretary.

Highly significant achievements in operating effectiveness or cost reduction are also eligible for the Presidential Management Improvement Awards--an annual Governmentwide program established by the Office of Management and Budget.

The Secretary's Management Improvement Awards Ceremony usually held in the Patio in November will be combined with the Annual Honor Awards Ceremony in May at the Sylvan Theater. There will be a special category of awards to recognize "contributions to management improvement."

There is no intent to give fewer awards or any less consideration to recognition of accomplishments under the Management Improvement Program. On the contrary, management's periodic reviews of increased effectiveness in agency programs should result in better coordination with incentive systems so that deserving employees are appropriately recognized by the Secretary.

A handwritten signature in dark ink, reading "Frank B. Elliott". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Frank B. Elliott
Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 29, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

1971 Summer Employment Program for Youth

Secretary's Unnumbered Memorandum, April 19, 1971, announced the Department's participation in the Federal Summer Employment Program for Youth. This year's Program has four major components: the Summer Aid Program for youth from economically disadvantaged families; the Federal Summer Intern Program for outstanding college and university students; the Federal Junior Fellowship Program for recent Washington, D. C. area high school graduates who will enter college this fall; and appointments from the Summer Employment Examination. Each of these programs is important, each has its special needs, and each requires the personal attention of the Agency Head.

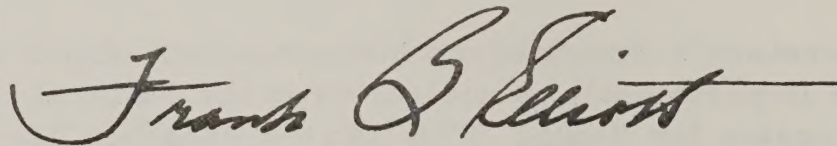
Agencies shall develop activities for each of these programs which, at a minimum, will provide: employee orientation; supervisory training in the needs of youth; job-related skill training, as needed; and meetings to improve employee understanding and knowledge of Agency missions. These activities should be developed and implemented by the Agency Training Officer with the cooperation of designated Agency Summer Employment Coordinators.

Agencies shall also develop appropriate programs through their Personnel Office which, at a minimum, will assure: assignment of summer employees to meaningful work with compatible supervisors; periodic review of individual work plans; adequate employee counseling and guidance; suitable recognition and awards for achievement; and progress reports on each summer employee's job performance and morale.

Employees in these programs and their supervisors should be encouraged to attend seminars designed specifically for their program to achieve maximum youth involvement in the Government. Also, supervisors should understand the special needs of these young people.

Each Agency Head is asked to designate one employee from each of these Summer Employment Programs who will serve as a member of an Advisory Group. Please submit the names of these employees,

with the type of summer program represented, to me by July 1, 1971. Agencies are also asked to submit an interim progress report on summer training and employment programs and activities to the Director of Personnel by July 1, 1971. This report will be in addition to those required by Personnel Bulletin 316-41, April 20, 1971.

A handwritten signature in cursive script, reading "Frank B. Elliott". The signature is written in dark ink and is positioned above the printed name and title.

Frank B. Elliott
Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

July 19, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Legislative Program - 1972

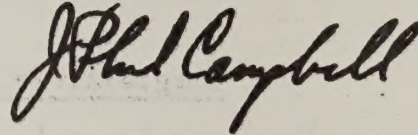
The purpose of this memorandum is to request your recommendations for the Department's legislative program for the Second Session of the 92nd Congress. The Department's legislative program is submitted to the Office of Management and Budget each year concurrent with the annual budget submission.

Your proposal should be prepared and sent to your Assistant Secretary or Director in an original and one, with a copy to the Office of Budget and Finance, and one to the Office of Planning and Evaluation, not later than August 16, 1971. Instructions for preparing proposals for the legislative program are included in 6 AR Chapter 7, and Office of Management and Budget Circular No. A-19. Agency proposals for the legislative program should be consistent with agency program and financial plan proposals submitted in response to the July 9, 1971, instructions for the FY 1973 planning and budgeting cycle (paragraph 8).

Include the following information in your submission:

1. A detailed analysis of each legislative proposal.
2. A summary statement giving a brief description of each proposal.
3. A list of laws applicable to your agency's programs that expire prior to June 30, 1973. Identify the subject, the citation (U.S. Code and P. L. Number), the date of expiration, and your recommendation as to the extension of this authority.
4. Exhibit 22A, OMB Circular No. A-11, "Legislative Program Projections." Amounts shown should be consistent with

agency budget estimates. Include on Exhibit 22A, all legislative items requiring funds in the budget year or any of the succeeding four fiscal years.



J. Phil Campbell
Under Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

July 20, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Motivation and Recognition of Employees

Employees who do more than the job requires or who contribute ideas for improvement are the key to making our programs more effective in serving the public. To encourage this extra effort, managers at all levels should provide a work environment in which people are motivated to do their best.

Motivation is strongest when the objectives are clear; when communications are effective; when assignments are challenging; when there is opportunity for personal development; and when pride in achievement earns recognition.

Employees need to know that we want their ideas for economy and efficiency and that their personal initiative, diligence, and dedication are appreciated. They should feel confident that superior work will be recognized regardless of race, sex, or grade level.

It is easy to overlook the high quality performance of those who, day by day, respond so well to management's needs. It is important, therefore, that all Agencies provide for a periodic review of successful programs to identify those people whose contributions are worthy of recognition.

The Incentive Awards Program provides cash awards for employees whose suggestions or special achievements benefit the Government. High quality performance can be rewarded in the form of cash or an increase in salary. Within the Secretary's Honor Awards Program, I personally will recognize those men and women whose distinguished or superior service far exceeds that expected of them.

These are the formal aspects of incentive awards. In addition, supervisors should be encouraged to provide recognition in less formal ways, such as a letter of commendation, or even a "thank you" for a job well done.

I ask each Agency Head to consider the advantages to the Agency, the Department, and the public in making full use of employee skills and talent through proper motivation and recognition.

Clifford M. Hardin

Secretary of Agriculture

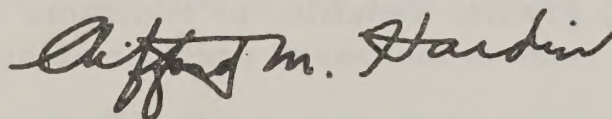
UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

July 20, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Proposed Rule Making

I have signed the attached policy statement with respect to rule making. The policy requires that before rules and regulations are issued pertaining to public property, loans, grants, benefits, or contracts, notice of proposed rule making must be published in the Federal Register, and interested persons must be given an opportunity to participate in the rule making through submission of data, views, or arguments. The policy further provides that although exemptions from these procedures are permitted when an agency finds for good cause that such procedures would be impracticable, unnecessary, or contrary to the public interest, such exemptions should be used sparingly, i. e., only when there is a substantial basis therefor. A specific finding setting forth the basis for applying the exemptions shall be published with the rule. This policy will be effective upon publication in the Federal Register. It should be followed by all agencies of the Department.



Secretary of Agriculture

Attachment

DEPARTMENT OF AGRICULTURE
Office of the Secretary

PUBLIC PARTICIPATION IN RULE MAKING

Statement of Policy

Notice is hereby given of the policy of the Department of Agriculture to give notice of proposed rule making and to invite the public to participate in rule making where not required by law.

5 U.S.C. 553 provides generally that before rules are issued by Government agencies, notice of proposed rule making must be published in the FEDERAL REGISTER, and interested persons must be given an opportunity to participate in the rule making through submission of data, views, or arguments.

The law exempts from this requirement, rules relating to public property, loans, grants, benefits, or contracts.

The Administrative Conference of the United States has recommended that Government agencies provide for public participation when formulating rules relating to public property, loans, grants, benefits, or contracts as a matter of policy.

The advantages of implementing the Conference's recommendation that the public be afforded an opportunity for greater participation in the formulation of rules relating to public property, loans, grants, benefits, or contracts will outweigh any disadvantages such as increased costs or delays.

The public participation requirements prescribed by 5 U.S.C. 553(b) and (c) will be followed by all agencies of the Department in rule making relating to public property, loans, grants, benefits, or contracts. The exemptions permitted from such requirements where an agency finds for good cause that compliance would be impracticable, unnecessary or contrary to the public interest will be used sparingly, that is, only when there is a substantial basis therefor. Where such a finding is made, the finding and a statement of the reasons therefor will be published with the rule.

Effective Date: Upon publication in the FEDERAL REGISTER.

Signed at Washington, D.C. on July 20, 1971.

Clifford M. Hardin

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

August 27, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Position Management

Office of Management and Budget Bulletins 72-4, dated August 5, 1971, and 72-5, dated August 25, 1971, Executive Order 11615, dated August 15, 1971, and announcements by the President have a direct impact on position management in this Department.

The Department of Agriculture will comply with the spirit and intent of these announcements and directives. Until program priorities are established, there is hereby established a temporary hold on promotions to GS-7 and above and all accessions. Promotions may be made to established positions at GS-6 and below. The only other exceptions to this policy are bonafide employment commitments made prior to the date of this memorandum, and promotion actions both approved and with an effective date prior to the date of this memorandum.

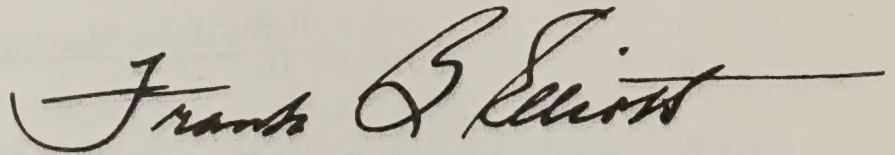
It is recognized that critical situations may arise which will require exceptions in order to provide vital services and accomplish the basic mission of your Agency. Therefore, there is established a Special Review Committee which will have authority to grant or deny requests for exceptions. The Committee will not consider any request unless it has your approval and that of the appropriate Assistant Secretary or Director.

The Special Review Committee shall consist of the following:

Assistant Secretary for Administration
Director, Office of Personnel
Director, Office of Budget and Finance
Director, Office of Planning and Evaluation

Requests for exceptions will be sent to the Director of Personnel.

This policy and review procedures established hereby become effective immediately, and will remain in effect until further notice. This temporary hold action will be lifted as soon as possible.

A handwritten signature in dark ink, reading "Frank B. Elliott". The signature is written in a cursive style with a long horizontal line extending from the end of the name.

Frank B. Elliott
Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

September 24, 1971

MEMORANDUM TO ALL EMPLOYEES

Support for the Wage-Price Freeze

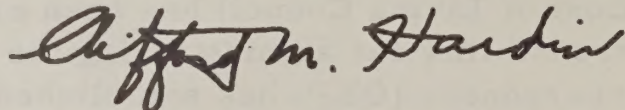
Since the President announced on Sunday, August 15, his comprehensive program to arrest inflationary pressures in the Nation's economy, the response of the Department and all Federal agencies has been outstanding.

A Cost of Living Council has been created and is charged with overall responsibility for administering the program. The Office of Emergency Preparedness (OEP) has established a nation-wide information and compliance system. OEP's first task was to set up regional service centers in ten major cities to respond to the many public inquiries which followed the President's address. The cooperation of many Federal agencies was essential to staff these centers and get them into operation. The Government-wide mobilization in support of this effort, under the leadership of OEP, demonstrated the capability of the national government to respond quickly in time of need. The support of the General Services Administration, the Civil Service Commission, and those agencies associated with the Federal Executive Boards and Federal Regional Councils throughout the Nation has been particularly commendable.

The continued cooperation of the Department and agencies is even more important in the days ahead as the information and compliance system is broadened and formalized. Much of the burden at the local level now has been assumed by the Internal Revenue Service (IRS) and the Agricultural Stabilization and Conservation Service (ASCS). IRS offices in metropolitan areas will provide information to the public and record complaints of alleged violations. The 58 District Offices of IRS will review these complaints and conduct investigations to ensure compliance with the President's directive. The local offices of the Agricultural Stabilization and Conservation Service will be equipped to provide information on the freeze to citizens in rural areas. In addition, the Department of Justice will have responsibility for litigation to enforce the freeze. All of these efforts will be supervised and supported by the ten regional headquarters established under the direction of OEP.

We must continue our cooperation and support in this effort. I expect all officers and employees of the Department to respond promptly to requests from OEP, IRS, and ASCS for additional staff resources as well as other assistance during this 90-day period. Employees of this Department who are requested to provide assistance to ASCS or other Federal agencies for this effort must be of high quality and must be available for the duration of the period.

I know that you are aware of the great importance which the President attaches to this program. We must continue to support the effort by providing our prompt cooperation at every level.



Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 30, 1971

MEMORANDUM TO HEADS OF AGENCIES

Reductions in Employment

Revised employment ceilings for June 1972 have been received as a result of the economic program announced by the President on August 15. In addition, limitations have been established on funds which may be used for personal services during the current fiscal year, together with specific amounts of such funds to be withheld from use during the current year.

You will be advised of the specific ceilings and limitations applicable to your agency through the Office of Budget and Finance. The actions which must be taken to comply with these ceilings will involve difficulties and will require hard and difficult decisions. However, I know that I can count on your cooperation in achieving the reductions required to meet the President's goal.

You should make every effort to achieve the employment reductions by attrition. If you find that that is impossible, please advise the Assistant Secretary for Administration through the appropriate Assistant Secretary or Director before "reduction-in-force" procedures are initiated.

In making the reductions you should give attention to the needs of highest priority programs. Relatively low priority activities should be eliminated. Consideration should be given to management improvements, organizational changes, and other means to accomplish the reductions. Contracts should not be increased or used as a way to circumvent the reductions in employment.

Particular attention should be given to reducing (1) employment in the Washington, D. C. area, (2) administrative and program support activities, and (3) layers of supervision (deputies, assistants, division heads, branch heads, regional offices, state offices, district offices, etc.). These areas, as a minimum, should be reduced proportionately. The reductions should not be concentrated in the lower levels of the organization where the services to the people of the nation are performed. Information will be requested separately on how well these objectives are met.

The Office of Budget and Finance will request from you information necessary for preparing the reports required and for the reappor-
tionment of funds. It will also request information on any adjust-
ments in the 1973 Department estimates which should be made as
a result of the employment reductions and dollar savings in 1972.

Clifford M. Hardin

Secretary of Agriculture

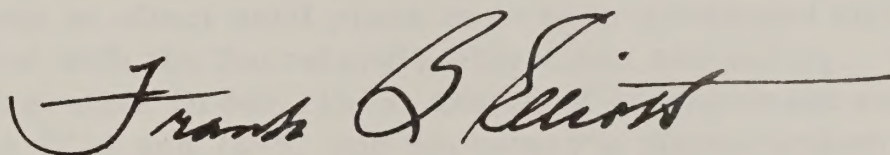
UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

September 30, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Deputy Under Secretary for Rural Development

Dr. Joseph D. Coffey is hereby designated as Acting Deputy Under Secretary for Rural Development, effective October 1, 1971, until further notice.

A handwritten signature in dark ink, reading "Frank B. Elliott", with a long horizontal line extending to the right.

Frank B. Elliott
Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

February 10, 1954

Memorandum for the Secretary

Subject: [Illegible]

MEMORANDUM FOR THE SECRETARY

Department of Agriculture, Bureau of Plant Industry

The Bureau of Plant Industry is pleased to announce that it has received a grant from the [Illegible] for the purpose of [Illegible] research in the field of [Illegible].

The grant is for the purpose of [Illegible] research in the field of [Illegible].

The grant is for the purpose of [Illegible] research in the field of [Illegible].

[Handwritten Signature]

Very truly yours,
[Illegible]
[Illegible]

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

October 1, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Position Management

By Memorandum dated September 30, 1971, Secretary Hardin announced that it will be necessary to reduce employment in the Department. He asked that every effort be made to achieve the necessary reduction by attrition.

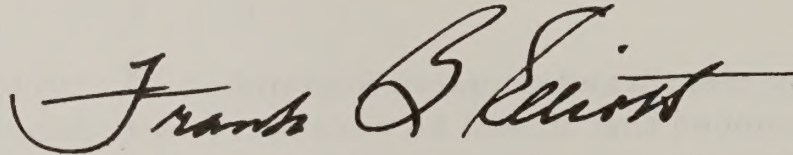
Accordingly, the temporary hold on accessions and promotions and the exception procedure established by my Memorandum of August 27, 1971, will remain in effect until plans have been developed and approved consistent with the Secretary's objectives and policy. The provisions of Executive Order 11615, Office of Management and Budget Bulletins 72-4 and 72-5, and Secretary's Memorandum 1740 remain in full force and effect. Agencies are reminded of their responsibility for the following:

Employment Ceilings - You will be expected to meet your June 30, 1972, employment ceilings.

Average Grade - Agencies must revise the position management plan required by Secretary's Memorandum 1740. The revised plan must provide for meeting the average grade goal within recently revised employment ceilings. The revised plan shall be submitted by each Agency Head to the Director of Personnel by October 8, 1971. Plans should be developed in collaboration with the appropriate Assistant Secretary or Director.

Orderly Achievement of Objectives - Agencies must carefully plan the distribution of their revised ceilings and average grade goal to assure that the needs of highest priority programs are met. I have asked the Office of Personnel to revise the present USDA Position Management System (Department Personnel Manual, Chapter 312, Subchapter 10, and other regulations) to require staffing patterns (manning tables) for each Agency. In addition to basic manpower requirements, staffing patterns will be depicted in such a way that they clearly show where employment and grade level reductions are being applied.

High Interest Programs - Agencies must also bear in mind that, along with other requirements, they have a basic responsibility for making every effort to achieve established goals in high interest program areas, such as EEO for minority groups and women, and hiring of Vietnam Era Veterans.

A handwritten signature in black ink, reading "Frank B. Elliott". The signature is written in a cursive, flowing style with a large initial "F" and a long, sweeping underline.

Frank B. Elliott
Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

October 1, 1971

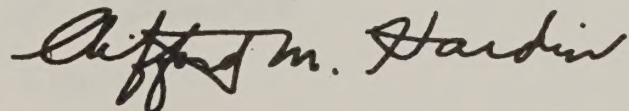
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

National Employ the Handicapped Week
October 3-9, 1971

President Nixon has declared the week beginning October 3, 1971, as National Employ the Handicapped Week. He states it is our responsibility to provide training, jobs and real opportunity for those who are handicapped as a result of accidents, birth defects, or disease.

Let us share this responsibility and give that extra help to those who want to become productive members of society. It's an American tradition--helping others to help themselves.

I urge you and your employees to join with me in observing National Employ the Handicapped Week, 1971.



Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

TO THE HONORABLE MEMBERS OF THE HOUSE OF REPRESENTATIVES

AND THE SENATE

RECEIVED BY THE HOUSE OF REPRESENTATIVES

ON MAY 1, 1954

RECEIVED BY THE SENATE

ON MAY 1, 1954

Enclosed for the House of Representatives are 100 copies of the report of the Secretary of Agriculture, dated May 1, 1954, on the subject of the "Report of the Secretary of Agriculture on the Progress of the Work of the Department of Agriculture for the Year 1953".

For the Senate, 100 copies of the report of the Secretary of Agriculture, dated May 1, 1954, on the subject of the "Report of the Secretary of Agriculture on the Progress of the Work of the Department of Agriculture for the Year 1953", are being furnished by the Department of Agriculture.

I urge you and your committee to give careful consideration to the report of the Secretary of Agriculture, dated May 1, 1954, on the subject of the "Report of the Secretary of Agriculture on the Progress of the Work of the Department of Agriculture for the Year 1953".

Walter D. Bland

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

October 21, 1971

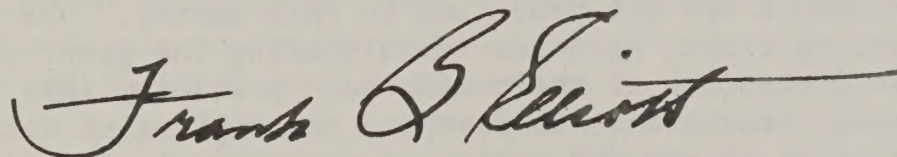
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Support for the Wage-Price Freeze

Attached is a memorandum from Dwight Ink, Assistant Director, Office of Management and Budget, which deals with Federal grant programs which may be affected by the current wage-price freeze.

The memorandum requests that we make every effort to assure that State and local governments are not penalized if grantees are unable to meet Federal matching requirements because of their inability to increase service charges during the wage-price freeze.

If OMB action is necessary, please advise the Office of Budget and Finance so that appropriate action can be taken.



Frank B. Elliott
Assistant Secretary for
Administration

Attachment

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

OCT 7 1971

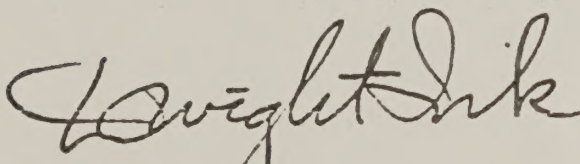
MEMORANDUM FOR THE ASSISTANT SECRETARIES FOR ADMINISTRATION, DEPARTMENT OF AGRICULTURE, INTERIOR AND HUD, THE ASSISTANT SECRETARY FOR ECONOMIC DEVELOPMENT, DEPARTMENT OF COMMERCE AND THE ASSISTANT ADMINISTRATOR FOR ADMINISTRATION, EPA

Subject: Support for the Wage-Price Freeze

The Cost of Living Council has advised OMB of the possibility of problems occurring in those grant programs wherein the Federal grants require matching local contributions which in turn rely upon increased service charges for debt service.

Since the wage-price freeze precludes any increase in service charges (but not in taxes) to finance the necessary borrowing, it may not be possible for some communities to proceed with planned projects during the freeze. If, during this period, such grants expire, the community would lose the Federal assistance. Every effort should be made to assure that state and local governments are not penalized in this manner. Where such a situation appears to exist, agencies administering the grant programs should use all the discretion at their disposal--providing this does not conflict with statutory provisions--to postpone the expiration date of the grant. Please advise me if any OMB action is necessary to facilitate or permit such postponements.

I feel confident that while continuing your outstanding cooperation with the President's anti-inflation program, you will ensure that those whose plans depend upon Federal grants will not suffer in the process.


Dwight Ink
Assistant Director

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

October 27, 1971

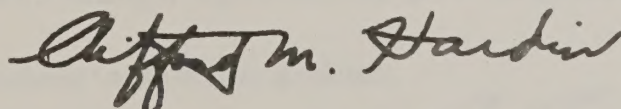
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Labor Management Relations

President Nixon recently issued E. O. 11616 amending E. O. 11491 entitled Labor-Management Relations in the Federal Service. The revised Order reaffirms existing policy relating to dealing with employee organizations. In addition, it provides for changes in the program which will result in increasing the scope and importance of consultations and negotiations with recognized organizations.

The Civil Service Commission and the Office of Management and Budget have reminded me that we must be prepared to deal with employee organizations on matters of concern to them. I have asked the Director of Personnel to take the lead in administering this program within the Department. He has arranged a seminar for high level officials on the subject of labor-management relations. This seminar will be conducted on November 8, 1971, from 9:00 until 12 noon, in Room 218-A. I consider this seminar very important and I urge you, your Deputy for Management, your Personnel Officer and your principal Labor Relations Officer to attend this seminar. The seminar will be followed by a series of lecture-discussions on current issues in Federal Labor Relations which I also encourage you to attend.

I am convinced we must be prepared to deal with this important and rapidly changing area which may vitally affect our employees and our ability to accomplish work effectively, efficiently and economically.


Secretary of Agriculture

UNITED STATES DEPARTMENT OF THE INTERIOR
BUREAU OF LAND MANAGEMENT
WASHINGTON, D. C.

March 1, 1911

MEMORANDUM FOR THE SECRETARY OF THE INTERIOR

TO: THE SECRETARY OF THE INTERIOR
FROM: THE CHIEF OF BUREAU OF LAND MANAGEMENT

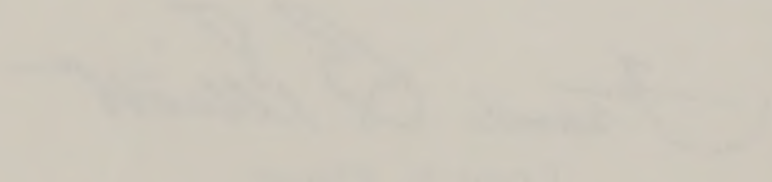
The following is a summary of the report of the Chief of the Bureau of Land Management, dated March 1, 1911, regarding the proposed acquisition of certain lands in the State of California.

The report states that the proposed acquisition of certain lands in the State of California is of great importance to the Bureau of Land Management, and that the acquisition of such lands is necessary for the proper management of the public lands in the State of California.

The report further states that the proposed acquisition of certain lands in the State of California is of great importance to the Bureau of Land Management, and that the acquisition of such lands is necessary for the proper management of the public lands in the State of California.

The report further states that the proposed acquisition of certain lands in the State of California is of great importance to the Bureau of Land Management, and that the acquisition of such lands is necessary for the proper management of the public lands in the State of California.

Very respectfully,
The Chief of Bureau of Land Management



Very respectfully,
The Chief of Bureau of Land Management

Approved:

THE WHITE HOUSE

WASHINGTON

August 25, 1971

MEMORANDUM TO THE HEADS OF

DEPARTMENTS AND AGENCIES

When I came into office two and a half years ago, I pledged certain concrete actions to make our Federal system of government more responsive to the needs of our times. Substantial progress has been made, but much more will be needed before our aims will be fully realized. No effort should be spared, no stone left unturned to bring the Federal system to peak effectiveness.

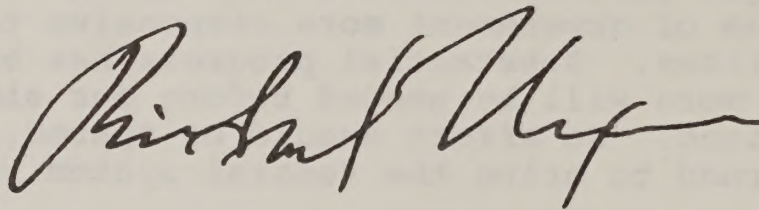
An excellent opportunity to advance the cause of the New Federalism is now available to us as a result of the passage of the Intergovernmental Personnel Act. There is one feature of this comprehensive piece of legislation that I would like particularly to call to your attention, and that is the personnel mobility provision. This provision clears the way for temporary exchanges or assignments back and forth between Federal agencies and State and local governments and institutions of higher education. Every level of government stands to benefit from sharing the expertise of key personnel.

We should move promptly to take advantage of the potential this new provision affords. I want you to make certain that your program officials are responsive to requests from State and local governments desiring to make use of the new authority, and to ensure that no unnecessary obstacles are placed in the way of temporary moves in either direction.

It is also important that the right people are assigned to State and local agencies -- people who are fully qualified, and who will be able to work most effectively with State and local personnel. And when State and local people are temporarily assigned to your department, we need to make the most of this opportunity.

The Civil Service Commission will support, monitor, and provide necessary guidelines and instructions for carrying out this program. But all exchanges or assignments will be worked out directly between the Federal agency and the State or local government involved as a natural extension of the ongoing relationships between them. I have written to each Governor encouraging the use of the new authority.

I recognize that this places an additional administrative burden on you, but all of us, and our Nation at large, will be the gainers if this authority is put to good use.



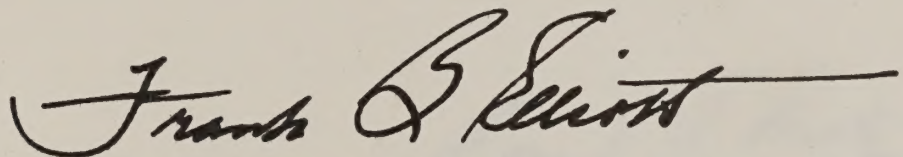
UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

December 10, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Director of Finance
and Budget Officer

Mr. Jerome A. Miles is hereby designated as Acting Director of Finance and Budget Officer, Office of Budget and Finance, effective December 9, 1971, until further notice.

A handwritten signature in dark ink, reading "Frank B. Elliott". The signature is written in a cursive style with a long horizontal line extending to the right.

Frank B. Elliott
Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

December 20, 1971

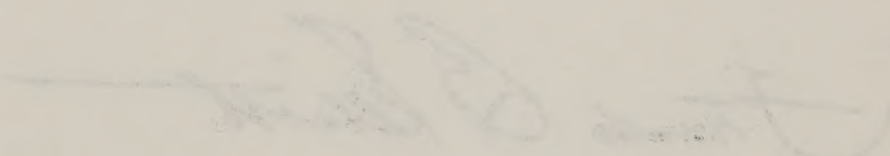
ATTENTION: TO BEAD OF THE DEPARTMENT AND NO.

The position of Assistant Secretary
for Budget Control

For information, please refer to the letterhead of the Director of

Finance and Budget Office, Office of Budget and Finance, dated

the December 9, 1971, and other notes.



Evelyn H. Eilert
Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

December 15, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Standard Federal Regional Boundaries

Under the Federal Assistance Review Program, the Office of Management and Budget has requested that OMB staff be consulted before planning and executing any significant changes in the regional or sub-regional organization patterns of USDA agencies. Changes proposed that do not conform to boundaries of the Standard Federal Regions will require justification. Agencies planning changes in regional or sub-regional organization patterns shall arrange with the Director of Personnel for appropriate consultation with the Office of Management and Budget.

Earl L. Butz
Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 20, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

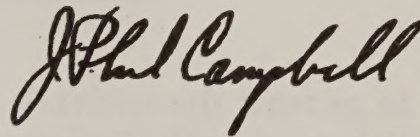
Position Management

In order to permit the orderly processing of personnel actions within the June '72 employment ceiling, the temporary hold on promotions and accessions established by Mr. Elliott's memorandum of August 27, 1971, is hereby lifted. Agencies may proceed with necessary hiring and promotions under the following guidelines:

1. Employment ceilings must be met. Those agencies with employment above their permanent full-time ceilings will begin immediately to plan and take action to meet their ceilings. Those agencies that are now below their permanent full-time ceilings may not exceed those ceilings at any time during the remainder of the fiscal year.
2. Necessary employment reductions required to meet ceilings should be achieved by attrition to the extent possible. However, if a reduction-in-force appears to be necessary, the Assistant Secretary for Administration will be notified through the appropriate Assistant Secretary or Director prior to the initiation of such action.
3. Every effort will be made to fill required positions by transfers from within the Department. Office of Personnel will initiate a procedure to assist agencies in this matter.
4. Temporary, intermittent, and part-time accessions will be made consistent with employment ceilings, limitations on personnel costs, and the normal seasonal pattern for such employment. Agencies shall not increase such employment at a rate which differs from their normal pattern in order to circumvent the limitation on full-time permanent employment.
5. Agencies will not initiate reduction-in-force procedures to meet agency grade reduction goals. However, agencies will so manage their personnel actions to move the

average grade downward and to meet these goals in an orderly manner. Revised plans for FY 72 and 73 will be requested when firm FY 73 ceiling decisions are made.

I expect each Assistant Secretary and Director working with his Agency Heads to meet his employment ceilings and average grade goals.



J. Phil Campbell
Under Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

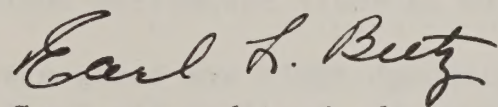
December 23, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

The Intergovernmental Personnel Act of 1970

Chairman Robert E. Hampton, U. S. Civil Service Commission, has asked Federal Executive Boards (FEB's) to assist the Commission in implementing the Intergovernmental Personnel Act of 1970 (IPA), particularly by encouraging and facilitating the use of the mobility provisions. Chairman Hampton, in his memorandum to the FEB's (copy attached) outlined items for action by the Boards. His suggestions are good. Please urge the Heads of your field offices to take action on the suggested items and to follow through to help accomplish the objectives of the IPA.

Mr. Frank B. Elliott's memorandum of October 28, 1971, urged Agencies to enter into agreements consistent with their program objectives. States, Local Governments, and institutions of higher education requesting assistance in general administrative functions, i. e., budget, personnel, administrative management, should be referred to Mr. Morris A. Simms, Deputy Director of Personnel.


Secretary of Agriculture

Attachment



UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D.C. 20415

September 10, 1971

CHAIRMEN OF FEDERAL EXECUTIVE BOARDS

President Nixon's memorandum of August 25, 1971, directs Federal officials to give maximum assistance to State and local governments in making effective use of temporary assignments under Title IV of the Intergovernmental Personnel Act (IPA). The importance and urgency of prompt action is clear.

While the Civil Service Commission is responsible for implementation of the IPA, the Federal Executive Boards (FEB's) can play a vitally important role in encouraging an effective response to the President's message. You know the program problems of your metropolitan area. You now have a firsthand opportunity to apply intergovernmental cooperation as a meaningful force to help solve these problems. Call on the Civil Service Commission Regional Director to provide your FEB with the details of the IPA.

The Office of Management and Budget (OMB) is writing to the Regional Councils on their role in fostering full communication and action on the Presidential message, particularly at the State level. Both OMB and the Commission are looking to the FEB's to play an active part in effectively implementing the President's policy statement on the IPA in their respective metropolitan areas.

Although FEB's are being given a major responsibility in metropolitan areas in assisting the Commission in implementing the IPA, particularly by encouraging and facilitating the use of the mobility provisions, there is an excellent opportunity for close cooperation between the FEB's and Regional Councils. The OMB will forward copies of correspondence with the FEB's to the Regional Councils very shortly so they will be informed of your role in the implementation of the IPA.

We know that you and your fellow members will plan and carry out an action program that will make full use of the IPA, with especial concern for implementation of Title IV. This is one of the special emphasis programs that was discussed at the June Conference of FEB Chairmen. Some of you have already taken some action on IPA.

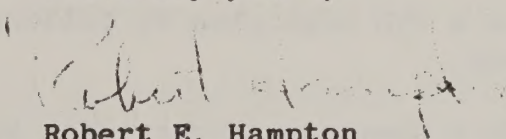
In the attachment we have outlined some items that you may wish to use in reviewing the action you have already taken, or in building your action plan.

The full use of the authority in the IPA is a new challenge to all of us. President Nixon's words highlight the importance of meeting the challenge:

"... all of us, our Nation at large, will be the gainers if this authority is put to good use."

Call on our regional directors for advice and assistance as needed in this important undertaking.

Sincerely yours,


Robert E. Hampton
Chairman

Attachment

Personnel Mobility

- A. Schedule a meeting in which the Civil Service Commission's regional director can brief members of your FEB on significant provisions of the IPA. Each FEB member might bring along to this meeting some key management officials of his agency.
- B. Schedule a series of meetings of the FEB with officials of the significant county and municipal governments in your area. The purpose of these meetings would be to exchange views, to identify a list of critical local government problems that might be aided through personnel mobility, and to identify the Federal agencies that will assist.
- C. Summarize the highlights of these discussions and publicize them to interested government units to invite further discussion and assistance.
- D. Appoint a FEB committee to followup on the identified local government problems.
- E. Ask for a committee report each month on progress in arranging mobility assignments that would help with the critical local problems. Have some local government officials serve as invited or honorary members of these committees.
- F. If a particular Federal agency is unsuccessful in helping a local government, make this a matter of discussion by the FEB at the earliest feasible date to determine if another Federal agency can be helpful.
- G. If local or State governments do not ask for mobility assignments, explore in the FEB meetings the critical local problems where mobility of Federal employees might be helpful - obtain a commitment that a particular Federal agency will take the initiative in offering help.
- H. Initiate news coverage on appropriate cases.
- I. Provide all members of the FEB with periodic summaries of successful results so they can use this as part of their community public relations' activities.

Admission of State and local employees to Federal training courses

- A. Invite representative of Civil Service regional office to provide a briefing on current intergovernmental cooperative activities of Regional Training Center.
- B. Schedule discussion of how FEB members can help increase the opportunity for local governments to use Federal training courses.
- C. Discuss the public relations' advantages to Federal field establishments when they provide opportunities for cooperation with their local community governments to use Federal training courses and thereby obtain increased use of the tax dollar.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 23, 1971

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

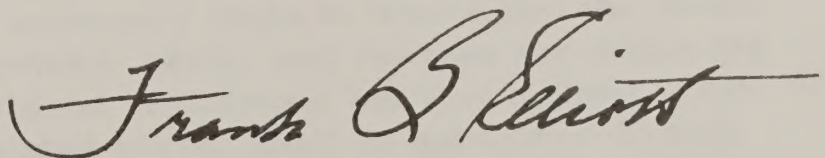
Mentally Retarded Program

On November 16, 1971, President Nixon issued a statement directing all Executive Departments and Agencies to evaluate their mental retardation program with a view of providing maximum support to the President's Committee on Mental Retardation.

As you know, the Department has been an active participant in this program for many years. Our experience has shown that mental retardates have demonstrated their abilities time and time again. They are faithful and willing employees--performing well in repetitive tasks for which they are trained--displaying great stability--and taking pride in their work. Yet these qualities will lie idle unless you provide them with the opportunity to become wage earning citizens.

I ask you and members of your organization to take the necessary time and make the necessary effort to identify positions in your Agency which the mentally retarded can occupy and those positions which can be modified to take advantage of the productive capabilities many retardates can offer. Only your personal interest and support can achieve this goal.

I know I can count on your full cooperation to advance the objectives of this useful and humane program.

A handwritten signature in dark ink, reading "Frank B. Elliott". The signature is written in a cursive style with a long horizontal line extending from the end.

Frank B. Elliott

Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

Washington, D. C.

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UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

ERS E&SAD
Agricultural History Br.
Chief

January 19, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Establishment or Adjustment of Prices, Rents, and
Charges by Federal Agencies

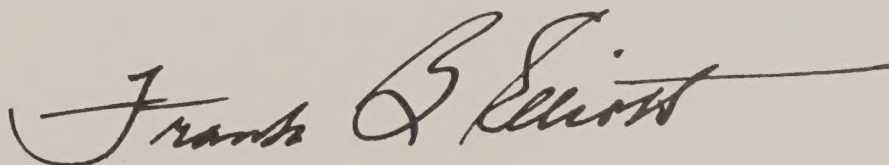
The attached Office of Management and Budget Bulletin establishes policies and procedures relating to the establishment or adjustment of prices, rents, and charges by Federal agencies under the Economic Stabilization Program.

The Bulletin provides that the establishment or adjustment of prices, rents, and charges will continue to be governed by Office of Management and Budget Circular No. A-25 and A-45, as applicable.

Department policy with respect to these Circulars is stated in Title 1 of the Administrative Regulations, Paragraph 980. Specific guidelines regarding the establishment and review of fees and charges are contained in Title 7 of the Administrative Regulations, Paragraphs 145.85 and 304.

OMB Bulletin 72-10 requires that the establishment or adjustment of prices, rents, and charges must be reviewed with OMB prior to their implementation when (1) the actions are covered by Circulars A-25 or A-45 but would constitute exceptions to the policies established by those circulars or, (2) the actions are not covered by the policies of Circulars A-25 or A-45.

All agencies shall take the necessary steps to insure that the establishment or adjustment of prices, rents, and charges are within the guidelines set out by Department regulations and this bulletin. Requests for exceptions, as stated above, shall be submitted through the Office of Budget and Finance for appropriate clearance within the Department before submission to the Office of Management and Budget.



Frank B. Elliott
Assistant Secretary for
Administration

Attachment

The University of Chicago is a private research university in Chicago, Illinois. It was founded in 1837 as the first American university to be organized as a corporation. The university is known for its research and academic excellence, and is one of the most prestigious universities in the world.

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Government Fees and Charges
for Specific Services and Permitted Wage Increases

Statement by Donald Rumsfeld, Director, Cost of Living Council

The Cost of Living Council announced an approach to the treatment of government price and pay adjustments.

Federal Prices (Fees, Charges, etc.)

The Federal government will use established procedures to assure that increases in various Federal prices do not exceed $2\frac{1}{2}$ percent in the aggregate next year. The Regulations and Purchasing Review Board will monitor Federal fees and charges to ensure consistency with the objectives of the Economic Stabilization Program and report to the Cost of Living Council.

State and Local Government Prices (Fees and Charges)

State and local governments are being asked to take steps to assure that average increases in State and local fees and charges do not exceed $2\frac{1}{2}$ percent in the aggregate. The Committee on State and Local Government Cooperation will continue to monitor State and local fees and charges to assure that they remain consistent with the objectives of the Economic Stabilization Program.

To assist the committee in its efforts to monitor these fees and charges, the State and Local Government Committee is asking all chief executive officers of State and local government to submit semi-annual reports indicating the actions taken with respect to fees and charges during the preceding six months.

Hospital fees and charges for health care provided by a State or local government remain under the rules and guidelines of the Price Commission for the health services industry.

Also, electric, gas, communication and transportation utilities owned by State and local governments remain subject to controls. Increases and rate adjustments will be permitted upon certification to the Price Commission by State or Federal regulatory agency that rate increases are consistent with the following criteria:

- (1) that the increase does not reflect or allow future inflationary expectations, but the increase may take account of known cost changes, such as increased taxes or other costs;

Continued

- (2) that the increase reflects productivity gains;
- (3) that the increase is necessary to assure continued safe and adequate service without impairment of credit;
- (4) that any requested increase in the rate or return above that previously allowed or earned is required by an increase in the cost of money, including equity capital, or is necessary to assure continued adequate service and provide for necessary expansion to meet future requirements;
- (5) that nothing in the above should be construed to prevent the full recovery of costs for State and locally owned utility companies.

Certification will be required for all requested increases by regulated State and local utilities on both existing and new cases, regardless of the size of annual revenues. This ruling will apply to State and locally owned electricity, gas, communication and transportation companies. State and locally owned water and sewer companies are exempt from controls and therefore not required to meet the above.

Fees for State and local governments are used to finance some of the services provided by these governments to their citizens. In many governmental units these services are financed by taxes and in other units, the fees charged for the services do not cover the complete cost. In many cases the distinction between those services funded by taxes and those services funded by fees is very arbitrary. State and local taxes do not constitute a price, wage or rent and therefore these taxes cannot be covered under the Economic Stabilization Program. The coverage of State and local fees by the program could induce State and local governments to raise taxes rather than increase fees to fund the provision of government services. Since this distinction is arbitrary, coverage of fees would be meaningless. In addition, increasing taxes to fund government services passes the burden on the general taxpayer rather than to the specific beneficiary of the service.

State and Local Government Pay Adjustments

As announced previously, pay adjustments for Federal employees, subject to legislation and executive decision, are to be monitored by the Federal Pay Agent and the Cost of Living Council to assure consistency with the Economic Stabilization Program.

Continued

Under the system announced today for State and local government pay adjustments, the compensation of all government employees will be monitored to assure compatibility with the Stabilization Program but in a manner consistent with the needs of the joint legislative-executive responsibilities over such matters.

The prenotification and reporting requirements for State and local pay adjustments have been modified so that State and local governments will be required to report pay adjustments semi-annually.

Special procedures were adopted for monitoring pay adjustments for State and local government employees. Prenotification has been waived for pay adjustments for State and local government employees. Normal reporting requirements will apply for adjustments involving more than 1,000 employees, except when a governmental unit certifies to the Pay Board that it will abide by standards developed by the Pay Board. If certification is received, reporting will be required only on a semi-annual basis.

Postal Pay Adjustments

Postal Service pay adjustments remain under the control of the Pay Board, since these are determined by collective bargaining agreements and are not determined by Presidential directives and Federal law and regulations, as is the case for Federal employees.

Postal Price Adjustments

The Postal Service will be required to certify to the Price Commission that proposed rate increases are justified on the basis of the following criteria:

- (1) that increases do not reflect or allow for future inflationary expectations, but that the increases may take account of known changes;
- (2) that the increases reflect productivity gains;
- (3) that requested increases are necessary to assure continued adequate service and provide for necessary expansion to meet future needs;
- (4) that nothing in the above should be construed to prevent the full recovery of costs.

Continued

The purpose of these price and pay actions is to achieve an equality of treatment for Federal, State and local government units, a procedure suitable to the unique aspects of the governmental units and overall consistency with the Economic Stabilization Program.

1.0303
Dec. 27, 1971

Source: Cost of Living Council News #47
December 23, 1971



UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

ERS ESAD
Agricultural History Branch
Chief
Room 144, 500 12th St.

February 4, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Processing Discrimination Complaints

Here is a letter the Secretary received from the Chairman of the Civil Service Commission concerning the Timely Processing of Complaints of Discrimination. The record of the Department in processing complaints of discrimination is not satisfactory, and it must be improved.

Within the Department, we have two specific areas that tend to take much more time than should be necessary. First, is the activity of the EEO counselor. This activity frequently takes much longer than the 15 days allowed by Civil Service Commission and Department regulations. This critical activity must be accomplished within as short a time as possible consistent with obtaining the necessary information for the counselor to make suggestions or recommendations concerning the case. The counselor's role is very important in that he and his Agency have an opportunity to resolve problems and misunderstandings before they reach the formal complaint stage. We must do a better job in our counseling activity and this must be done on a timely basis.

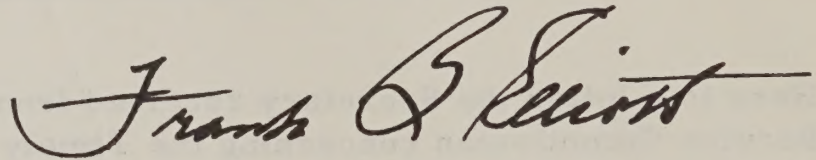
The second area in which we take much more time than should be necessary is in the informal discussion of the investigation report with the complainant and the issuance of a written decision to him if the complaint cannot be resolved.

Department regulations require that a meeting must be arranged with the complainant within five days after receipt of the investigation report. This meeting with the complainant must be held by someone who has authority to make commitments for the Agency and to resolve the complaint, if possible. If resolution of the complaint at this stage is not successful, a written decision should be sent to the complainant as soon as possible after the meeting. Regulations provide that a decision should be sent to the complainant within ten days after the meeting.

I have omitted the list of complaint cases attached to Chairman Hampton's letter. I am asking the Director of EEO and the Director of Personnel

to follow-up on the specific cases that are overdue and to make whatever changes are needed to improve the EEO Program.

However, it is imperative that equal employment opportunity complaints be processed within regulatory time limits. It is your responsibility to see that this is done. Please take whatever action is necessary to comply with these requirements.



Frank B. Elliott
Assistant Secretary for
Administration

Attachment

UNITED STATES CIVIL SERVICE COMMISSION
Washington, D. C. 20415

January 10, 1972

Honorable Earl L. Butz
Secretary of Agriculture
Washington, D. C. 20240

Dear Mr. Secretary:

I am writing to you to express my concern regarding the processing of discrimination complaints filed by employees of the Department of Agriculture under the provisions of the equal employment opportunity program. I am taking the extraordinary step of calling this matter to your personal attention because of the backlog which exists in completing action on such cases.

As of November 30, 1971, fifteen of the Department's caseload of eighteen complaints exceeded the regulatory time limits (60 days exclusive of hearing time) imposed for case completion. Three of these cases have been pending more than six months. We are concerned with all cases which exceed the regulatory time limits and are especially concerned with those cases in process more than six months. Attached is a list of the Department's overdue cases.

Equal Employment Opportunity Appeals Examiners assigned by the Civil Service Commission are currently processing hearings in four of the overdue cases. Hearings were not requested by your agency in these cases, however, until they were in process over four months.

We know you will agree that timely processing of complaints of discrimination is essential in assuring a fair and effective equal employment opportunity program in accordance with Executive Order 11478. We will appreciate anything you can do to assure such processing within your agency.

Sincerely yours,

/s/ Robert E. Hampton
Chairman

Enclosure

UNITED STATES CIVIL SERVICE COMMISSION
Washington, D.C. 20535

January 10, 1971

Enclosure 1
Enclosure 2
Enclosure 3

Dear Mr. [Name]:

I am writing to you regarding the position of [Position] in the [Agency] and the [Department]. The [Agency] is currently seeking a qualified individual to fill this position. The [Department] is currently seeking a qualified individual to fill this position. The [Agency] is currently seeking a qualified individual to fill this position. The [Department] is currently seeking a qualified individual to fill this position.

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Sincerely,
[Signature]

John F. Kennedy
President

Enclosure

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

March 30, 1972

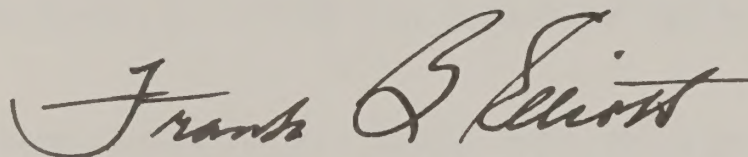
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Use of the Phrase "An Equal Opportunity Employer"

Federal Agencies have been authorized to imprint the phrase "An Equal Opportunity Employer" on mailing envelopes.

The Department of Agriculture will take advantage of this authorization to express publicly our commitment to Equal Employment Opportunity for all without regard to race, color, religion, sex, or national origin. All future orders for mailing envelopes will be imprinted with the above phrase. Current supplies on hand will not be overprinted.

The Director of Plant and Operations will issue the necessary procurement instructions to comply with the above.



Frank B. Elliott
Assistant Secretary for
Administration

ERS ESAD
Agricultural History Branch
Chief
Room 144, 500 12th St.

UNITED STATES DEPARTMENT OF AGRICULTURE
BUREAU OF THE BUREAU OF
PLANT INDUSTRY

WASHINGTON, D. C.

REPORT NO. 14 TO BUREAU OF PLANT INDUSTRY

THE BUREAU OF PLANT INDUSTRY

The Bureau of Plant Industry is organized to conduct the various "Plant Industry" researches, and to disseminate the results of such researches.

The Bureau of Plant Industry is organized to conduct the various "Plant Industry" researches, and to disseminate the results of such researches. The Bureau of Plant Industry is organized to conduct the various "Plant Industry" researches, and to disseminate the results of such researches.

The Bureau of Plant Industry is organized to conduct the various "Plant Industry" researches, and to disseminate the results of such researches. The Bureau of Plant Industry is organized to conduct the various "Plant Industry" researches, and to disseminate the results of such researches.

John A. Smith

John A. Smith
Director, Bureau of Plant Industry
Washington, D. C.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 17, 1972

MEMORANDUM TO ALL EMPLOYEES

National Farm Safety Week, 1972

President Nixon has proclaimed the week of July 25, 1972, as National Farm Safety Week. During that period, it is important that efforts be made by everyone engaged in agriculture and by everyone whose interests and work are related to agriculture, to focus on the need for greater farm safety each day of the year.

As President Nixon observes, "Many accidents can be prevented by eliminating hazards and using protective equipment at work, by defensive driving, and by general safe practices at home and during recreation."

This year, the National Farm Safety Week and the farm safety campaign of this Department will direct special attention to the reduction of accidents through the use of protective items of clothing and equipment on hazardous farm operations.

There are many practical, common-sense precautions that farm people can take to prevent deaths and injuries and to cut down the enormous annual loss caused by farm accidents.

I call on all agency heads and every employee of the Department to make farm safety a meaningful cause.

Earl L. Butz
Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 12, 1955

MEMORANDUM FOR THE SECRETARY

SUBJECT: [Illegible]

[Illegible text block]

[Illegible text block]

[Illegible text block]

[Illegible text block]

[Illegible text block]

[Illegible signature and text]

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 19, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

1972 Summer Employment Program for Youth

President Nixon has announced the 1972 Federal Summer Employment Program for Youth and has asked our personal support for this important effort.

I expect Agencies of the Department to participate fully in this program. In past years, we have always exceeded our goal for employing needy youth. In 1971, we pledged 2078 jobs, and hired 3055 young people. I am proud of the enthusiastic response and personal support you displayed last year.

I ask each of you to continue the leadership that has made this program successful. Make a strong effort to give needy youth the opportunity they so desperately need. Give them a meaningful task as well as the best supervision and on-the-job training available. Let us assure these young Americans a rewarding and meaningful opportunity:

- to earn the financial means to complete their educational aspirations
- to obtain sound guidance on their choice of future careers as well as to gain practical work experience that will make them more employable for the future
- to enrich their knowledge of how their government serves the people

Summer jobs for needy youth are to be provided in the Department at the rate of one job for every 40 regular employees. The jobs are to be given to young people ages 16 to 21 who need them the most because of economical or educational disadvantages. Based on the above formula, the Department's goal for 1972 is 2077 jobs.

ERS ESAD
Agricultural History Branch
Chief
Room 144, 500 12th St.

The Director of Personnel will assist you in every way possible. He will notify you soon on the hiring goal for your Agency. Individuals appointed under this program are exempt from ceilings.

Earl L. Butz
Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 26, 1972

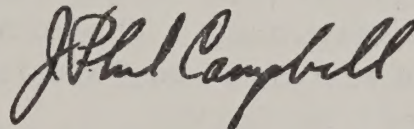
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

OMB Clearance of Testimony

The attached letter from Clark MacGregor, The White House, is self-explanatory and deserves our full cooperation in accomplishing the "lead time" objective.

Full cooperation should result in 1) the Office of Management and Budget having adequate time to complete an objective review, 2) clearance well in advance of hearing dates, and 3) our being able to furnish advance copies of testimony to the committees as required in the Legislative Reorganization Act of 1970.

The Office of Budget and Finance will continue to be responsible for securing the clearance of testimony with the Office of Management and Budget.



J. Phil Campbell
Under Secretary

Attachment

ERS ESAD
Agricultural History Branch
Historical Research Section
Head, Rm. 300 1200 30

THE WHITE HOUSE

WASHINGTON

April 17, 1972

MEMORANDUM FOR: WILLIAM E. GALBRAITH
FROM: CLARK MacGREGOR CM
SUBJECT: OMB Clearance of Testimony

At our conference at Camp David the point was made that life would be easier were you to have clearance of testimony 48 hours prior to the time of hearings. I have raised this at a number of meetings recently and am confident that with your cooperation such "lead time" can be accomplished.

OMB requests your cooperation in giving its personnel 48 hours to consider testimony. Therefore, wherever possible, you should submit proposed testimony to OMB four working days prior to the start of hearings.

This seems to me to be a sensible timetable. While I recognize that it will be impossible to adhere to it on every occasion, it should be our firm objective.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

ERS ESAD

Agricultural History Branch

Chief

Room 144, 500 12th St.

May 5, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Youth Development and Delinquency Prevention Component
of the High Impact Cities Crime Reduction Program

Crime and delinquency statistics indicate that a preponderance of offenses are committed by young people. To explore ways of reducing these offenses, an Interdepartmental Council to Coordinate All Federal Juvenile Delinquency Programs composed of 10 Federal agencies was established by a Presidential Memorandum, July 30, 1971. The Law Enforcement Assistance Administration (LEAA) now assists the states and local governments through improved law enforcement programs for reducing crime. HEW's Youth Development and Delinquency Prevention Administration (YDDPA) in cooperation with all Federal agencies will assist the LEAA in developing a coordinated and comprehensive juvenile delinquency and youth development program.

YDDPA's efforts will be devoted to the "High Impact Cities Crime Reduction Program" in eight cities -- Baltimore, Atlanta, Cleveland, Dallas, Denver, Newark, Portland (Ore.), and St. Louis. YDDPA's "Youth Services Systems" approach will include programs and activities in drug rehabilitation, health services, educational and vocational training, employment opportunities, community development, and other relevant programs and services.

As a member of the Interdepartmental Council, I am asking that USDA assist YDDPA in the "High Impact Cities Crime Reduction Program." To provide liaison staff and program assistance to YDDPA, I am designating the Extension Service to represent USDA and to work with the appropriate State Cooperative Extension Service on this project.

Since this program involves cities in eight different Federal Regions, my representatives to the Federal Regional Council in Regions II, III, IV, V, VI, VII, VIII, and X and the designated State Cooperative Extension Service staff person should discuss the work of this project and keep all concerned informed for the conduct of effective programs.

Earl L. Butz
Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
BUREAU OF PLANT INDUSTRY
WASHINGTON, D. C.

MAY 1917

MEMORANDUM FOR THE SECRETARY OF AGRICULTURE

FROM: Mr. J. H. ...
SUBJECT: ...

The following information is being furnished to you for your information and guidance. It is based on the results of the investigation conducted by the Bureau of Plant Industry, and is intended to provide a general overview of the situation. The information is being furnished to you in the form of a memorandum, and is not intended to be used as a basis for any official action.

The information is being furnished to you in the form of a memorandum, and is not intended to be used as a basis for any official action. It is intended to provide a general overview of the situation, and is not intended to be used as a basis for any official action.

The information is being furnished to you in the form of a memorandum, and is not intended to be used as a basis for any official action. It is intended to provide a general overview of the situation, and is not intended to be used as a basis for any official action.

The information is being furnished to you in the form of a memorandum, and is not intended to be used as a basis for any official action. It is intended to provide a general overview of the situation, and is not intended to be used as a basis for any official action.

[Signature]
Director of Plant Industry

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 23, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Legislative Program - 1973

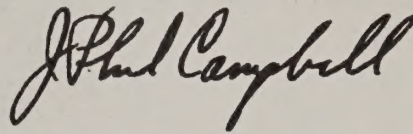
The purpose of this memorandum is to request your recommendations for the Department's legislative program for the First Session of the 93rd Congress. The Department's legislative program is submitted to the Office of Management and Budget each year concurrent with the annual budget submission.

Your proposal should be prepared and sent to your Assistant Secretary or Director in an original and one, with two copies to the Office of Budget and Finance, and one to the Office of Planning and Evaluation, not later than July 31, 1972. Instructions for preparing proposals for the legislative program are included in 6 AR Chapter 7, and Office of Management and Budget Circular No. A-19. Agency proposals for the legislative program should be consistent with agency program and financial plan proposals for the FY 1974 planning and budgeting cycle.

Include the following information in your submission:

1. A detailed analysis of each legislative proposal.
2. A summary statement giving a brief description of each proposal.
3. A list of laws applicable to your agency's programs that expire prior to June 30, 1974. Identify the subject, the citation (U.S. Code and P. L. Number), the date of expiration, and your recommendation as to the extension of this authority.
4. Exhibit 22A, OMB Circular No. A-11, "Legislative Program Projections." Amounts shown should be consistent with agency budget estimates and will include estimates for all USDA agencies and staff offices involved. Include on

Exhibit 22A, all legislative items requiring funds in the budget year or any of the succeeding four fiscal years.



J. Phil Campbell
Under Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 23, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

1972 Presidential Management Improvement Awards

The Office of Management and Budget has announced the 1972 Presidential Management Improvement Awards as an integral part of the Annual Management Report (OMB Circular No. A-44, Revised 5/24/72).

In submitting nominations agencies should be guided by contributions to management improvement defined by OMB, as "an effort implemented by a Department or Agency that increases productivity, renders more timely services, provides better quality, or reduces costs of an operating program in relation to the achievement of its objective." Nominations should reflect accomplishments which had an outstanding impact on USDA programs during FY 1972.

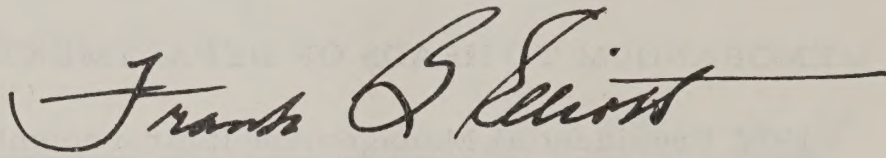
The Awards, to be presented at a special ceremony in December, represent the pinnacle of recognition granted for management improvement and as such are an important part of other forms of recognition granted through the Incentive Awards Program. Recipients of the Secretary's Honor Awards warrant consideration for Presidential Award nomination. Other nominations may develop, however, as the result of the agency's current management review.

There is no limit on the number of nominations which may be submitted. Agency Heads should, however, assure that nominations of individuals, teams, or organizational units, reflect accomplishments of sufficient significance to merit Presidential recognition.

Please submit seven copies of each nomination bound in folders to the Director of Personnel through the appropriate Assistant Secretary or Director by July 28, 1972. The format prescribed by OMB is attached. In addition, a brief biographical statement would be appreciated.

ERS ESAD
Agricultural History Branch
Historical Research Section
Head, 145, 500 12th St

Nominations to be submitted to OMB will be reviewed by an ad hoc Selection Committee prior to final approval by the Secretary.



Frank B. Elliott
Assistant Secretary for
Administration

Attachments

NOMINATION FOR PRESIDENTIAL MANAGEMENT
IMPROVEMENT AWARD

a. NAME OF EMPLOYEE (or group):

POSITION TITLE AND GRADE OF NOMINEE OR HEAD OF UNIT:

b. AGENCY, ORGANIZATION, AND HEADQUARTERS:

c. SUMMARY OF ACHIEVEMENT:

d. SUMMARY OF BENEFITS:

e. AGENCY CONTACT OFFICIAL (name, title, phone no.):

- f. ANY AGENCY AWARD THAT HAS BEEN GRANTED OR IS IN PROCESS FOR THIS ACHIEVEMENT:

DETAILED BASIS FOR NOMINATION

- g. SPECIFIC EVIDENCE OF THE DEGREE OF INGENUITY, INNOVATION, EXTRAORDINARY DEDICATION, OR EXCEPTIONAL SKILL DEMONSTRATED:

- h. ADDITIONAL PERTINENT INFORMATION. (If not previously shown, describe previous conditions, actions taken, how goals were exceeded, results achieved, impact on function or activity affected, how benefits were computed, affect on the budget etc.)

BIOGRAPHICAL BACKGROUND

NAME OF NOMINEE: (Show as it should appear on a certificate)
(Indicate Dr., Miss, Mr., or Mrs.)

DATE OF BIRTH:

PLACE OF BIRTH:

LEGAL RESIDENCE:

CURRENT HOME OR (If different from legal residence)
MAILING ADDRESS:

EDUCATION: (Highlights -- Degrees etc.)

EMPLOYMENT HISTORY: (Show highlights in chronological listing.)
(Include Length of Federal service.)

COMMUNITY ACTIVITIES: (Include voluntary community activities and any
other personal hobbies or interests if readily
available.)

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

June 29, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting General Sales
Manager, Export Marketing Service

Effective immediately, Laurel C. Meade will serve as Acting General Sales Manager of the Export Marketing Service.

Mr. Meade served as Director, Oilseeds and Special Crops Division of the Agricultural Stabilization and Conservation Service.

Earl L. Butz
Secretary of Agriculture

ERS READ
Agricultural History Branch
Historical Research Section
Head, 145. 500 12-80

UNITED STATES DEPARTMENT OF THE INTERIOR
BUREAU OF LAND MANAGEMENT
WASHINGTON, D. C.

June 17, 1902

ATTENTION TO THE CHIEF OF BUREAU

RECEIVED AT BUREAU OF LAND MANAGEMENT
WASHINGTON, D. C. JUNE 17, 1902

Enclosed herewith are found the records of the

land office at the place where the same were

found, and the same are being forwarded to you

for your consideration and action.

Very respectfully,
The Director.

John H. Smith
Special Agent in Charge

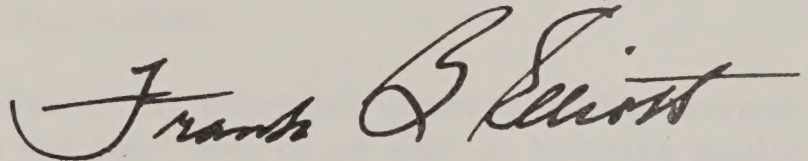
UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

July 6, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Director,
Office of Management Services

Effective immediately, William E. McElhanon will serve as Acting Director, Office of Management Services, until further notice.



Frank B. Elliott
Assistant Secretary for
Administration

ERS ESAD
Agricultural History Branch
Historical Research Section
Room 141, 500 12th St.

UNITED STATES DEPARTMENT OF AGRICULTURE
BUREAU OF PLANT INDUSTRY
WASHINGTON, D. C.

May 1, 1911

THE DIRECTOR, BUREAU OF PLANT INDUSTRY

Mr. J. H. ...
...

Dear Sir: ...

[Handwritten signature]

Very truly,
Yours,
...

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

ERS ESAD

Agricultural History Branch

Chief

Room 144, 500 12th St.

July 19, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Awards Calendar

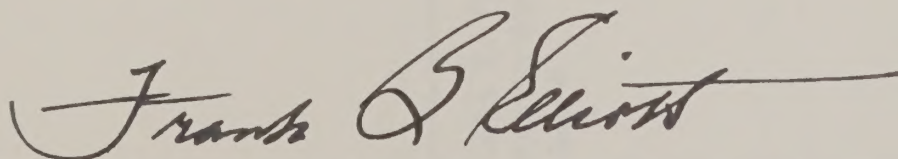
The Department has an outstanding record of honorary recognition granted to employees by private organizations or other Government agencies. For example, every year since 1966 USDA has been represented in the Arthur S. Flemming Awards to the Ten Outstanding Young Men and Women in the Federal Government. No other Government agency has this distinction.

Your continuing interest in identifying potential winners of the various awards will help to maintain the good record as well as to bring public recognition to individuals who are making a significant contribution to public service.

The attached Awards Calendar has been developed to assist agencies in submitting nominations for major awards on a timely basis. This updates and revises the Calendar issued August 3, 1965, which is now obsolete.

There are, of course, other awards open to Federal employees, particularly in the area of scientific research. Many professional associations select for recognition (without nomination) persons who have achieved distinction in their particular profession. The Calendar includes awards programs in which the Department or Secretary is invited to participate.

Nominations for non-USDA awards should be submitted to the Office of Personnel by the Head of the Agency through the appropriate Assistant Secretary or Group Director.



Frank B. Elliott

Assistant Secretary for
Administration

Attachment

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

July 17, 1971

MEMORANDUM FOR THE SECRETARY

Subject: [Illegible]

The Department has received information from the [Illegible] regarding the [Illegible] of the [Illegible] in the [Illegible] area. The [Illegible] has been [Illegible] and the [Illegible] has been [Illegible]. The [Illegible] has been [Illegible] and the [Illegible] has been [Illegible]. The [Illegible] has been [Illegible] and the [Illegible] has been [Illegible].

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[Handwritten Signature]

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91	92	93	94	95	96	97	98	99	100

CALENDAR OF HONORARY AWARDS
FOR WHICH USDA EMPLOYEES MAY BE NOMINATED

USUAL DATE DUE IN OP**	NAME OF AWARD	SPONSOR (AND NUMBER OF AWARDS GRANTED)	ELIGIBILITY	CRITERIA*
Early Jan.	Federal Government Accountants Award	Washington Chapter, Federal Government Accountants Association (Five - Six Awards)	Any member of the FGAA or any person (or group) employed in the Federal Service in the Washington Metropolitan area.	Notably outstanding contri- bution to financial admini- stration during the preced- ing calendar year. Area includes but is not limited to: Accounting Systems, Auditing, Budgeting, Accounting Operations, Programming, Financial Reporting, Automatic Data Processing, Financial Management Training, Perfor- mance and Productivity Accounting.
Mid-Jan.	John E. Fogarty Public Personnel Award	President's Committee on Employment of the Handicapped. (One Award)	A personnel official or other worker in a public agency-- Federal, State, or municipal including public college or school.	Exceptional contributions toward employment of the handicapped in the public agency in which nominee is employed.

USUAL DATE DUE IN OP**	NAME OF AWARD	SPONSOR (AND NUMBER OF AWARDS GRANTED)	ELIGIBILITY	CRITERIA*
Feb. 1	Secretary's Honor Awards	Department of Agriculture (Distinguished Service- Five - Ten Awards Superior Service- 75 - 100 Awards)	Any employee of the Depart- ment at any grade level-- field or Washington head- quarters; Cooperative Extension Agents; and employees of State Depart- ments of Agriculture. Two or more persons working as a team or organizational unit may be nominated.	Distinguished Service: Notable contribution having significant impact on the Department's mission or the public service. Superior Service: Achieve- ments substantially beyond that ordinarily required in the position.
Early Feb.	William A. Jump Memorial Award	William A. Jump Memorial Foundation through the Depart- ment of Agriculture (No more than three principal awards. Certificate to each Department nominee).	Any employee of the Federal Government under 37 years of age as of Dec. 31 of the year prior to submission.	Outstanding service in the field of public administra- tion which includes person- nel administration, finan- cial administration, adminis- trative analysis, all manage- ment and administrative planning activities, and the executive planning and direction of programs.
Early Mar.	Justice Tom C. Clark Award	D. C. Chapter of the Federal Bar Associ- ation (One Award)	Any civilian or military career attorney employed in the District of Columbia by the U.S. or D.C. Government. Not eligible if chief basis for nomination involved job requirements of a Presiden- tial appointee or if serving in a judicial or quasi-judicial capacity.	(1) Outstanding legal ability, scholarship and sustained superior performance; (2) Specific accomplishment resulting in significant benefit to the Government or the legal profession, and which contributed to the development of public law.

USUAL DATE DUE IN OP*	NAME OF AWARD	SPONSOR (AND NUMBER OF AWARDS GRANTED)	ELIGIBILITY	CRITERIA*
Mid-Mar.	Charles H. Cushman Award	Public Personnel Association, Eastern Region (One Award)	Any individual or affiliate member of the PPA, Eastern Region, or any employee of an Agency Member in the Eastern Region.	Outstanding performance in advancing the art, science, and practice of public personnel administration. (Highest honor bestowed by Eastern Region PPA).
Mid-Mar.	Professional Award	Public Personnel Association, Eastern Region (One Award)	Any member of the Eastern Regional PPA, or any employee of an Agency Member in the Eastern Region.	A published work which constitutes an outstanding contribution to the field of public personnel adminis- tration. Publication must have been during the preceding calendar year.
Mid-Mar.	Achievement Award	Public Personnel Association, Eastern Region (One Award)	Any member of the Eastern Regional PPA, or any employee of an Agency Member in the Eastern Region. Nominee must be under 30 at time of nomina- tion.	Outstanding research paper in the field of public personnel administration. Paper not less than 2500 words written within one calendar year of date of nomination.
Mid-Mar.	Warner W. Stockberger Award	Society for Personnel Administration (One Award)	Any person in public or private life who has made an outstanding contribution to improvement of public personnel management at any level of Government.	Encouraging acceptance of or skillful application of personnel administration principles; distinguished leadership, teaching, authorship or research.

USUAL DATE DUE IN OP*	NAME OF AWARD	SPONSOR (AND NUMBER OF AWARDS GRANTED)	ELIGIBILITY	CRITERIA*
Early Apr.	Distinguished Leadership Award	National Association of Federal Government Accountants (FGAA) (One Award)	Federal Government employee at time award is conferred.	Sustained outstanding leadership over a period of years and notable contribution to financial management in Government.
Early Apr.	Meritorious Service Award	National Association of Federal Government Accountants (FGAA) (One Award)	Federal Government employee at the time activity being recognized was performed.	Promoting, advancing or improving financial manage- ment in Government during past calendar year. Specific accomplishments should be that for which nominee is primarily responsible resulting in material improvement in service, sub- stantial financial savings, or significant technological progress.
Mid-Apr.	Rockefeller Public Service Awards	John D. Rockefeller, 3rd and Woodrow Wilson School of Public and International Affairs, Princeton University (Five Awards--one in each category. \$10,000 in cash accompanies each award).	Civilian Federal Government employees--normally not over 60 with a minimum of 15 years service. Those serving by presidential appointment in non-career positions are eligible only if they achieved present post through demon- strated distinction and extended service in career positions.	Distinguished career marked by sustained excellence in service to the Nation. Selection will be based on performance in the following fields of Government activity: 1. Administration 2. Intergovernmental Operations 3. Human Resources Develop- ment and Protection 4. Physical Resource Develop- ment and Protection 5. Professional Accomplish- ment and Leadership

USUAL DATE DUE IN OP*	NAME OF AWARD	SPONSOR (AND NUMBER OF AWARDS GRANTED)	ELIGIBILITY	CRITERIA*
Early May	Younger Federal Lawyers Award	Federal Bar Association Council on Younger Lawyers (Five Awards)	Any civilian or military attorney employed by the U.S. Government. Nominee must be under 36 as of Sept. 15 of the year nominated, and have at least three years continuous service. Political appointees not eligible.	Outstanding legal ability, scholarship or performance over a sustained period; or specific achievement resulting in significant benefit to the Government and legal profession, and which contributed to the development of public law.
May-June (Nominations usually go direct from members of Federal Council for Science and Technology)	National Medal of Science	Presidents Committee on the National Medal of Science and National Science Foundation (Number of Awards vary)	Federal employees as well as private citizens.	Outstanding contribution to knowledge in the physical, biological, mathematical, or engineering sciences.
Mid-July	Paperwork Management Award	Association of Records Executives and Administrators (Five or six special awards plus several citations)	Any employee of the Federal Government--individual or group.	Outstanding leadership, ingenuity, or professional excellence in designing, promoting, or managing effective systems or programs that contribute significantly to increased Federal paperwork efficiency.

USUAL DATE DUE IN OP*	NAME OF AWARD	SPONSOR (AND NUMBER OF AWARDS GRANTED)	ELIGIBILITY	CRITERIA*
Mid-July	Presidential Management Improvement Award	Office of Management and Budget (15 principal Awards plus several citations)	Individual Federal employees, small working groups, teams, or organizational units.	Management improvements having an outstanding impact on Government programs or operations during fiscal year just ended.
Mid-Aug.	Allen F. Marshall Memorial Award	D. C. Mayor's Committee on Employment of the Handicapped (One Award)	Coordinators for Selective Placement in the District of Columbia and Federal Governments.	Outstanding promotional effort in employment of the handicapped; success in convincing managers and supervisors of the benefits derived from hiring the handicapped.
Varies Oct.-Apr.	President's Award for Distinguished Federal Civilian Service	White House and Civil Service Commission (Five Awards)	Federal employees except those serving by Presidential appointment in non-career positions.	Outstanding leadership or direction of major programs; extraordinary scientific or technological achievement; an act of credit to the Government and the country; or long and distinguished career service having current impact on Government operations or serving the public interest.
Mid-Oct.	Federal Woman's Award	Board of Trustees Federal Woman's Award with cooperation of Woodward & Lothrop and Civil Service Commission (Six Awards)	Any woman employee of Federal Government with not less than three years continuous full-time service in competitive or excepted service, other than in a Schedule C position. Must be Grade GS-9 (or equivalent) or higher.	Achievements having an important effect on a major Government program; or important contribution to administrative, social, scientific or technical progress in the work of a Federal agency.

USUAL DATE DUE IN OP*	NAME OF AWARD	SPONSOR (AND NUMBER OF AWARDS GRANTED)	ELIGIBILITY	CRITERIA*
Late Oct.	President's Trophy to the Handicapped American of the Year	President's Committee on Employment of the Handicapped (One Award)	Any usefully active handicapped citizen.	Outstanding contribution toward encouraging, inspiring, facilitating and promoting the useful employment of other disabled persons.
Early Nov.	Arthur S. Flemming Award Honoring Ten Outstanding Young Men and Women in the Federal Government	Flemming Awards Commission of the Downtown Jaycees. (Ten Awards: Five in Scientific or techni- cal fields; Five in administrative or executive fields)	Any civilian employee of the Executive Branch of the Federal Government under 40 within the calendar year in which the nomination is submitted.	Accomplishment resulting in significant improvement in service, financial savings, social or technological progress; or outstanding executive, scientific or technical ability.
Early Nov.	Career Service Award	National Civil Service League (Ten awards in two categories: (1) Sus- tained Excellence, (2) Special Achieve- ment)	Any Federal Government career employee with at least ten years of State, local, or Federal Government service for category No. (1). There is no length of service requirement for category No. (2).	<u>For Sustained Excellence:</u> Integrity and devotion to the principles of public service; sustained superior performance and accomplish- ment. <u>For Special Achievement:</u> Unusual or worthy activity which nominee developed and/or carried out.

USUAL DATE DUE IN OP*	NAME OF AWARD	SPONSOR (AND NUMBER OF AWARDS GRANTED)	ELIGIBILITY	CRITERIA*
Early Nov.	Horace Hart Award for Distinguished Public Service in the Field of Printing and Publishing	Education Council of the Graphic Arts Industry, Inc. (One Award)	Any person employed in the Government of the U.S. whether Federal, State, or local--appointed or elected.	Significant contribution in the field of printing and publishing either for a single achievement or for superior service over a long period of time.
Early Dec.	The Outstanding Handicapped Federal Employee of the Year	U.S. Civil Service Commission (One principal award plus citations to ten finalists)	Handicapped persons employed in the Federal Government.	Job performance clearly exceeding requirements in spite of severely limiting physical factors.
Mid-Dec.	Maurice H. Stans Award	Stans Foundation through Joint Financial Management Improvement Program (Two Awards--one to a Federal career employee and one to a non-career employee).	Any employee of the Federal Government.	Notably exceptional accomplishments in the application of effective financial management in the Federal Government. Includes: Accounting, Auditing, Automatic Data Processing, Budgeting, Cash Management, Control and Allocation of Resources, Cost Reduction, Financial Systems Development, Manage- ment Analysis, Planning, and Reporting.

USUAL DATE DUE IN OP*	NAME OF AWARD	SPONSOR (AND NUMBER OF AWARDS GRANTED)	ELIGIBILITY	CRITERIA*
Monthly-- Last day of month	Presidential Recognition and Rewards Program (Informal)	The White House (Type of recognition varies--may be a letter or certifi- cate).	Career and non-career Federal employees.	Exceptionally high per- formance especially in areas of major concern to the President and to the administration. To be effective, a nomination should be submitted promptly after the achieve- ment and show clearly why Presidential recognition is merited.
May be submitted any time	Distinguished Service Award	President's Committee on Employment of the Handicapped (Sparingly given)	Any organization, agency, firm, or individual whose contribution is national in scope.	Extraordinary service which has substantially advanced nationwide opportunities for useful employment of the handicapped.
May be submitted any time	Employer's Merit Award	President's Committee on Employment of the Handicapped (One Award)	Any individual, corporation or agency, which has extensively hired and successfully incorporated handicapped employees in the conduct of their business.	Exceptional record in hiring the handicapped.

USUAL DATE DUE IN OP*	NAME OF AWARD	SPONSOR (AND NUMBER OF AWARDS GRANTED)	ELIGIBILITY	CRITERIA*
(Not appli- cable)	Presidential Medal of Freedom	White House (Number of awards vary)	Any individual designated by the President.	Especially meritorious contribution to (1) the security or national interests of the United States, or (2) world peace, or (3) cultural or other significant public or private endeavors.

General Format Applicable to All Nominations*

1. Type nomination on plain paper (or on form if required by sponsor) with the following heading: U.S. Department of Agriculture
Nomination of (Name of Nominee) for (Name of Award)
2. Follow sponsor's instructions on format in current announcement.
3. In describing achievement, use terms layman can understand.
4. Bind in appropriate presentation folder. Provide one copy for Office of Personnel. Include picture of nominee and identify by name.
5. Transmit to Director of Personnel by memorandum signed by Agency Head routed for approval through the appropriate Assistant Secretary or Group Director.

*For specific criteria and actual due dates, see current Personnel Bulletin or announcement.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

ERS ESAD

Agricultural History Branch

Chief

Room 144, 500 12th St.

August 4, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Veterans Without Jobs

In a Memorandum to Heads of Departments and Agencies, April 12, 1972, President Nixon again expressed his concern about young veterans without jobs. He said:

"That there are now some 400,000 young veterans without jobs gives me great concern. It is particularly disturbing that the veterans' unemployment rate continues to remain higher than the unemployment level for nonveterans of the same age group. During 1972, over 830,000 servicemen will return to civilian life and they will be looking for and expecting to find jobs."

I, along with the President, feel a deep concern for and interest in jobs for returning veterans. This Department must give special emphasis to this need. I ask each of you to:

- Reaffirm your interest in helping veterans get jobs.
- Issue new statements reemphasizing support for an active program to provide jobs for veterans throughout your Agency, Washington and field.
- Request appropriate Agency officials, personnel officers, selecting officials, and others involved in the selection and appointing process to give special consideration and attention to the hiring of veterans.
- Assure that veterans not only are given special consideration in the hiring process, but also in training, development, and promotions.
- Review and evaluate on a regular recurring basis activities within your Agency to assure that employees are informed about special hiring programs for veterans such as the Veterans Readjustment Appointment Authority and the making of temporary appointments.

Please send two copies of new statements you issue in support of jobs for veterans to Frank B. Elliott, Assistant Secretary for Administration, by September 1, 1972.

Earl L. Butz
Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

August 28, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Equal Employment Opportunity

Generally, Agencies are now in a hiring position as a result of meeting ceiling requirements and the large number of retirements which occurred prior to the close of Fiscal Year 1972.

This affords an outstanding opportunity to improve the Department's employment record in respect to hiring minorities and women. Every effort should be made to do so within merit system requirements.

Of particular concern is the Department's record in respect to the employment of Spanish descent individuals. As of May 1972, only 2.08 percent of our full-time employment was representative of this group. We can and must do better.

I am therefore directing each Assistant Secretary and Director to assume personal responsibility for the initiation of positive efforts, in the Agencies they supervise, to insure progress in the hiring of Spanish descent individuals.

These special efforts toward employment of the Spanish descent and the over-all improvement of our EEO employment efforts need your wholehearted support and cooperation. I am certain that you will respond positively so that appreciable progress can be demonstrated.

Earl L. Butz
Secretary of Agriculture

ERS ESAD
Agricultural History Branch
Historical Research Section
Head, 145, 500 12th St.

January 12, 1917

Mr. J. H. ...
Washington, D. C.

Special Investigation

I have the honor to acknowledge the receipt of your letter of January 10, 1917, in relation to the ...

The ... of the ... is ...

In view of the ... of the ...

I am ... of the ...

I am, Sir, very respectfully,
Your obedient servant,
[Signature]

Very truly yours,
[Signature]

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

August 31, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

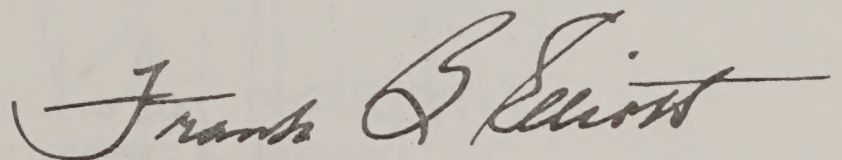
Equal Employment Opportunity

Attached is a copy of an August 18, 1972, memorandum from the Chairman of the Civil Service Commission, providing additional information on the President's policy on equal employment opportunity. The President's remarks make clear that equal employment opportunity programs in the Federal Government should not be administered with the notion that a set number of persons of a particular group must be hired or promoted.

The President's remarks should not be interpreted as altering this Department's commitment to equal employment opportunity for all persons regardless of race, color, religion, sex, or national origin. Neither should it be thought of as changing the Department's policy regarding the use of numerical goals and timetables. The Civil Service Commission has indicated that numerical goals and timetables are compatible with the merit system of employment and may be used for the resolution of equal employment opportunity problems.

Minority group persons account for less than 10 percent of all USDA employees. The average grade of minority group employees is only two-thirds that of majority employees. Women constitute less than three percent of all professional employees in the Department.

Our equal employment opportunity efforts must be intensified. The continuing affirmative efforts by each manager and supervisor necessary to accomplish this must be carried out in a fair and objective manner. In so doing, reasonable goals and timetables will be used. They will not, however, be thought of or treated as quotas.



Frank B. Elliott

Assistant Secretary for
Administration

Attachment

REPORT ON THE PROGRESS OF THE
BUREAU OF PLANT INDUSTRY
FOR THE YEAR 1911

The Bureau of Plant Industry, under the direction of the Chief, has during the year 1911, continued its work in the investigation and collection of plants and plant products, and in the dissemination of information regarding the same. The Bureau has also been engaged in the study of the diseases and insect pests of plants, and in the development of methods for their control.

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Very truly yours,
[Signature]
Chief, Bureau of Plant Industry



UNITED STATES CIVIL SERVICE COMMISSION

IN REPLY PLEASE REFER TO

WASHINGTON, D.C. 20415

YOUR REFERENCE

August 18, 1972

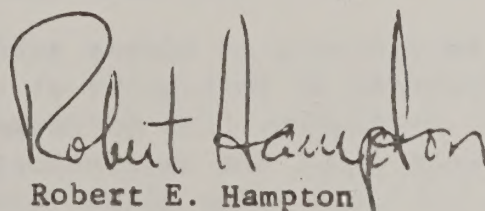
MEMORANDUM FOR HEADS OF DEPARTMENTS AND AGENCIES

President Nixon has asked that heads of departments and agencies review their policies with regard to achieving equal employment opportunity to ensure that they conform with his views expressed as follows:

I have sought and will continue to seek to enlarge opportunities for men and women of all religious, ethnic and racial backgrounds to serve in responsible positions, but the criteria for selection that I have employed and will continue to employ will be based on merit. I share your support of affirmative efforts to ensure that all Americans have an equal chance to compete for employment opportunities, and to do so on the basis of individual ability.

With respect to these affirmative action programs, I agree that numerical goals, although an important and useful tool to measure progress which remedies the effect of past discrimination, must not be allowed to be applied in such a fashion as to, in fact, result in the imposition of quotas, nor should they be predicated upon or directed towards a concept of proportional representation.

To assure that Federal employment policies are being implemented in accordance with the President's position, I am calling this to your personal attention. In this connection you may find helpful the attached Commission Memorandum of May 11, 1971, concerning the use of goals and timetables.


Robert E. Hampton
Chairman

Attachment

April 14, 1964

MEMORANDUM FOR THE RECORD OF THE SECRETARY OF AGRICULTURE

Reference is made to the letterhead memorandum dated April 14, 1964, from the Assistant Secretary for Policy and Planning, Department of Agriculture, to the Secretary of Agriculture, regarding the proposed revision of the National Agricultural Experiment Station Act.

The proposed revision of the National Agricultural Experiment Station Act is being prepared by the Department of Agriculture. The proposed revision is being prepared in order to bring the Act into conformity with the requirements of the Federal Acquisition Regulation (FAR) and the Federal Acquisition Management System (FAMS). The proposed revision is being prepared in order to bring the Act into conformity with the requirements of the FAR and the FAMS.

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The proposed revision of the National Agricultural Experiment Station Act is being prepared by the Department of Agriculture. The proposed revision is being prepared in order to bring the Act into conformity with the requirements of the FAR and the FAMS. The proposed revision is being prepared in order to bring the Act into conformity with the requirements of the FAR and the FAMS.

[Signature]
Special Agent in Charge
U.S. Department of Agriculture

UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D. C. 20415

May 11, 1971

MEMORANDUM FOR HEADS OF DEPARTMENTS AND AGENCIES

Subject: Use of Employment Goals and Timetables in
Agency Equal Employment Opportunity Programs

Since the issuance of Executive Order 11478 by President Nixon, we have had discussions with agencies regarding the inclusion of numerical employment goals and timetables in equal employment opportunity action plans and instructions and we have approved their use in some agency action plans.

The purpose of this memorandum is to summarize and make clear our policy on this matter.

A "goal" is a realistic objective which an agency endeavors to achieve on a timely basis within the context of the merit system of employment. A "quota", on the other hand, would restrict employment or development opportunities to members of particular groups by establishing a required number or proportionate representation which agency managers are obligated to attain without regard to merit system requirements. "Quotas" are incompatible with merit principles.

The establishment of goals and timetables is a useful management concept and should be used where they will contribute to the resolution of equal employment opportunity problems. Affirmative action to attain goals must be carried out in the context of the merit system for public employment. The merit system is designed to assure a fair opportunity for all persons. The establishment of reasonable employment goals and timetables, as distinguished from mandatory quotas, in connection with minority employment, is compatible with this principle.

Some further amplification of this policy may be helpful to agencies:

1. When goals and timetables are appropriate

Employment goals and timetables should be established in problem areas where progress is recognized as necessary and where such goals and timetables will contribute to progress, i.e., in those organizations and localities and in those occupations and grade levels where minority employment

is not what should reasonably be expected in view of the potential supply of qualified members of minority groups in the work force and in the recruiting area and available opportunities within the organization. The skills composition of the minority group population in the recruiting area used by the organization and the occupational nature of the jobs in the organization must be considered. For example, professional positions are usually filled from a regional or national labor market while trades and clerical positions are usually filled from the local labor market.

2. Organizational considerations

To be meaningful, goals and timetables should be developed according to organizational levels and components rather than establishing agency-wide goals which do not take into account local circumstances or occupational differences. In this way, detailed minority group statistics, such as those required by FPM Letter 290-3, will aid in identifying areas where additional affirmative action is required and can be translated into specific action plans for the level or component concerned.

3. Relation to manpower planning

To be valid, goals and timetables must be closely meshed with estimated turnover data and anticipated hiring as well as estimated changes in the total number of positions, occupation by occupation, for the period covered by the timetable.

4. Reasonableness and flexibility

Employment goals and target dates should be reasonable and flexible indicators for management action. If goals and timetables are reasonably and realistically established, they will probably be met through appropriate affirmative action. Where they are not met, the reasons for this should be assessed by agency management to see if the goals or target dates for their achievement should be adjusted or if additional affirmative actions are needed, including the further commitment of resources to agency recruitment and upward mobility efforts.

5. Relation to action plans

Goals and timetables, when established for an organization, should become one part of the organization's EEO action

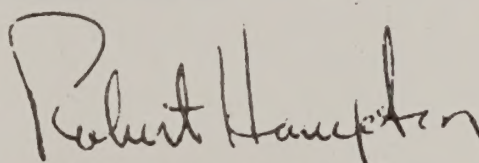
plan but are not sufficient in themselves. Since goals can be attained only through affirmative action, a broad range of specific action items should also be included as outlined in Section 2-5 of FPM Chapter 713.

6. Agency Actions

Goals and timetables must not be interpreted by managers and supervisors as quotas. Agency action plans and instructions involving goals and timetables must state that all actions to achieve goals must be in full compliance with merit system requirements. Agencies should provide guidance to installation managers on the establishment and proper use of goals and timetables and training should be provided to managers and supervisors regarding the purpose and use of goals and timetables.

The Commission reviews all agency-wide plans of action as they are revised and reissued. To the extent that we have suggestions for improvement to offer, we communicate with the agency. Where problems are noted which will lend themselves to resolution by establishing or updating numerical goals and timetables, we will include such recommendations in furtherance of the equal employment opportunity program.

In summary, we believe the use by agencies of employment goals and timetables in recognized problem areas in the manner described in this memorandum will be a useful means of encouraging affirmative action on equal employment opportunity and achieving the results to which we are all committed.



Robert E. Hampton
Chairman

It is the policy of the Government to encourage the development of the oil industry in the United States and to provide for the conservation of the oil resources of the country.

Oil Industry

The oil industry is one of the most important in the United States. It is the source of the fuel which powers our ships, our planes, and our automobiles. It is also the source of the raw materials which are used in the manufacture of many of our products.

The Government has a number of policies which are designed to encourage the development of the oil industry. These policies include the granting of leases for the exploration and production of oil, the regulation of the production of oil, and the taxation of the oil industry.

The Government also has a number of policies which are designed to conserve the oil resources of the country. These policies include the regulation of the production of oil, the regulation of the consumption of oil, and the regulation of the export of oil.

Oil Industry
Conservation
Regulation

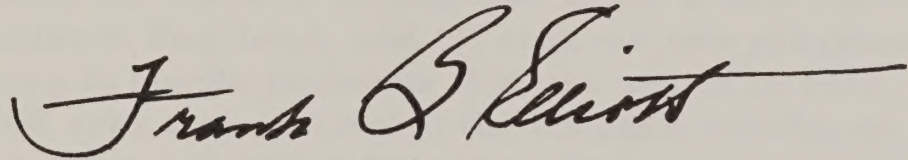
UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

September 13, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Appointment of Director, Office of Management Services

Mr. William E. McElhanon was appointed to the position of Director, Office of Management Services, effective September 8, 1972. He has been serving as Acting Director since July 6, 1972, when he replaced Mr. John A. Smallwood who retired from that position.



Frank B. Elliott
Assistant Secretary for
Administration

ERS ESAD
Agricultural History Branch
Chief
Room 144, 500 12th St.

UNITED STATES DEPARTMENT OF AGRICULTURE

SERVICE OF THE SECRETARY

WASHINGTON, D. C. 20250

Memorandum for the Secretary

Subject: [Illegible]

Reference is made to [Illegible]

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UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 25, 1972

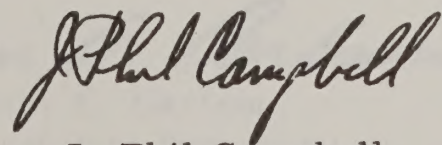
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Spanish-Speaking Business Enterprise Assistance

Secretary's Memorandum No. 1778 reemphasized the commitment of this Department to promote minority business enterprise. Of immediate concern is the need to assure that Spanish-speaking enterprises, particularly in areas of high concentrations of Hispanic population, are given every assistance to participate in Department procurement and sales programs or in business opportunities resulting from grant, loan and other programs of the Department.

Congress, on December 30, 1969, established the Cabinet Committee on Opportunities for the Spanish-Speaking, (CCOSS), (Public Law 91-181). The purpose of the Act is to (1) assure that Federal programs are reaching all Hispanic populations in the United States, (2) provide the assistance they need, and (3) seek out new programs that may be necessary to handle problems that are unique to such persons. The CCOSS asks that we involve the Hispanic population in all Department programs that may impact on their community.

To meet these needs, State Rural Development Committees in California, Arizona, New Mexico, Colorado and Texas are to organize and hold workshops for the Spanish-speaking enterprises in areas having a high concentration of Hispanic population. These workshops are to be held during September and October of this year. Committees are responsible for taking all necessary actions for assuring the success of these workshops including selecting the location, involving appropriate organizations, providing for adequate radio and press coverage, etc. All agency programs in these States are to provide whatever assistance the Committee Chairman needs to conduct these workshops. Coordination and assistance will be provided by the Director, Office of Plant and Operations.



J. Phil Campbell
Acting Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 29, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

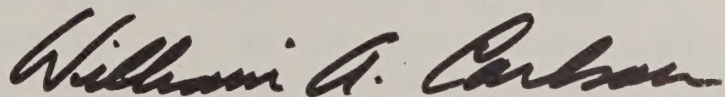
The Federal Labor-Management Relations Program

Attached for your information and guidance is a copy of President Nixon's Memorandum of September 6, 1972, on Federal Labor-Management Relations, and a copy of guidelines prepared by the Civil Service Commission and the Office of Management and Budget at the President's request.

The President's Memorandum and the CSC-OMB guidelines clearly indicate the need for your personal involvement in this program.

Plans of action with short-range and long-range objectives are required by the guidelines. Agencies should implement the short-range objectives as soon as possible. Of particular and immediate concern is whether the personnel staff at headquarters has sufficient authority and resources to provide effective labor-management relations support to field units.

The CSC-OMB guidelines require issuance of overall Department policy and plans. The Department's Office of Personnel has been directed to begin immediately to develop Departmental policy statements and plans, and will be consulting with your personnel offices on content and timing. Please note that the joint CSC-OMB memo advises that the CSC through its evaluation process, and OMB in its regular budget review, will examine agency performance in implementing the guidelines.



William A. Carlson
Acting Assistant Secretary
for Administration

Attachments

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 29, 1975

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

The Federal Labor-Management Relations Program

Attached for your information and guidance is a copy of the Federal Labor-Management Relations Program, as amended, dated September 1, 1975, and a copy of the Federal Labor-Management Relations Program, as amended, dated September 1, 1975, and a copy of the Federal Labor-Management Relations Program, as amended, dated September 1, 1975.

The Federal Labor-Management Relations Program, as amended, dated September 1, 1975, and the Federal Labor-Management Relations Program, as amended, dated September 1, 1975, are hereby transmitted to you for your information and guidance.

These amendments to the Federal Labor-Management Relations Program, as amended, dated September 1, 1975, and the Federal Labor-Management Relations Program, as amended, dated September 1, 1975, are hereby transmitted to you for your information and guidance. The amendments to the Federal Labor-Management Relations Program, as amended, dated September 1, 1975, and the Federal Labor-Management Relations Program, as amended, dated September 1, 1975, are hereby transmitted to you for your information and guidance.

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William A. Callahan

William A. Callahan
Acting Assistant Secretary
for Administration

Attachment

THE WHITE HOUSE

WASHINGTON

September 6, 1972

MEMORANDUM TO HEADS OF

DEPARTMENTS AND AGENCIES

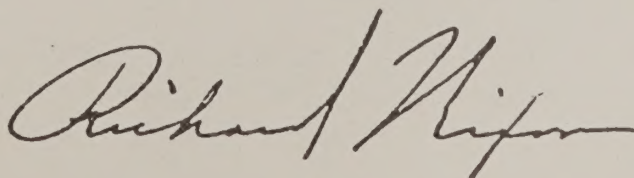
This year the Federal Government marked the tenth anniversary of its labor relations program, which now covers more than one million Federal employees.

I support collective bargaining for Federal workers, and I have demonstrated that support during the past three years by strengthening the program with the issuance of two Executive orders broadening the scope of bargaining.

Now, at the end of the first decade of this, the largest organized labor relations program in the Nation, I am calling on you to make this program even more effective. At my request, the Chairman of the U.S. Civil Service Commission and the Director of the Office of Management and Budget have drawn up a set of guidelines for Federal agencies under the Federal labor-management relations program. These guidelines are a solid step forward and should be implemented as quickly as possible.

If we can make this program work better, we can make Government work better.

I cannot urge you too strongly to take a personal interest in the labor relations activities in your agency and to make your managers aware of your interest. You should impress on your top managers that good labor-management relations has a high priority in my Administration. It is as much a part of their overall managerial responsibility as is the accomplishment of their basic mission, whether it be in the defense of our country or in the effective delivery of services to the public.

A handwritten signature in dark ink, appearing to read "Richard Nixon", is located at the bottom right of the page. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

THE UNIVERSITY OF CHICAGO
DIVISION OF THE PHYSICAL SCIENCES
DEPARTMENT OF CHEMISTRY

TO THE HONORABLE SENATE OF THE UNIVERSITY OF CHICAGO
FROM THE DEPARTMENT OF CHEMISTRY

REPORT OF THE DEPARTMENT OF CHEMISTRY
FOR THE YEAR 1955-1956
The Department of Chemistry has the honor to submit to the Senate its report for the year 1955-1956. The report contains a summary of the work of the department during the year, and a list of the names of the faculty and students who have contributed to the work of the department.

Very respectfully,
The Department of Chemistry

I am pleased to report that the Department of Chemistry has had a very successful year. The work of the department has been carried on in a most efficient manner, and the results of the work have been of a high quality. The faculty and students have made many contributions to the work of the department, and the department has been able to maintain its high standards of excellence.

[Handwritten signature]

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

September 13, 1972

Joint CSC/OMB Memorandum

MEMORANDUM FOR HEADS OF DEPARTMENTS AND AGENCIES

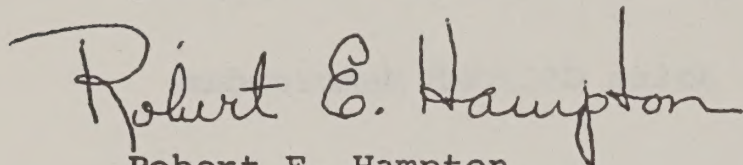
In his memorandum of September 6, 1972, President Nixon strongly reaffirmed his desire to bring about more meaningful collective bargaining for Federal employees. To this end, he has called on the heads of departments and agencies to join in a directed effort to make the program even more effective. He has asked that positive and constructive labor-management relations be considered a matter of high priority in his administration.

Executive Order 11491, as amended, directs the U. S. Civil Service Commission, in conjunction with the Office of Management and Budget, to establish and maintain a program for the policy guidance of agencies on labor-management relations in the Federal service. Under this authority, and in order to promote the efforts which the President has urged in his memorandum, CSC and OMB have developed the attached "Guidelines for the Management and Organization of Agency Responsibilities under the Federal Labor-Management Relations Program."

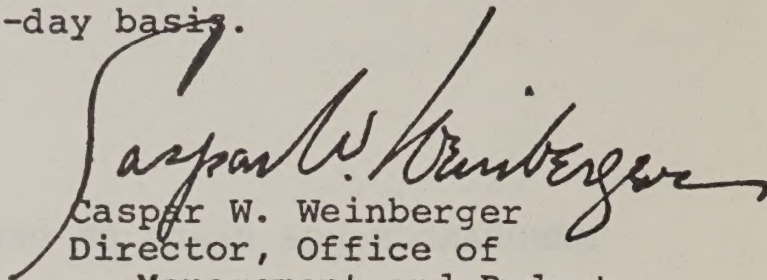
The Guidelines are fundamental precepts for developing a positive and constructive bilateral relationship with Federal employee unions and for use by agency management in assessing program adequacy. Although they are applicable throughout the Federal establishment, full consideration was given to the wide diversity of agency roles and missions and the varying stages of program development among agencies during preparation of the Guidelines. As a result, the Guidelines are flexible enough to fit a broad range of program requirements.

Agency heads are requested to assure that the Guidelines are applied to the maximum extent feasible. The Commission through its evaluation process and OMB in its regular budget review responsibilities, will periodically analyze agency

performance in implementing the Guidelines. In addition, the Commission, through its Office of Labor-Management Relations, will continue to furnish technical advice and guidance to agencies on a day-to-day basis.



Robert E. Hampton
Chairman, U. S. Civil
Service Commission



Caspar W. Weinberger
Director, Office of
Management and Budget

Attachment

GUIDELINES FOR THE MANAGEMENT AND ORGANIZATION
OF AGENCY RESPONSIBILITIES UNDER THE
FEDERAL LABOR-MANAGEMENT RELATIONS PROGRAM

U. S. Civil Service Commission

Office of Management and Budget

September 1972

THE SECRETARY OF THE ARMY
WASHINGTON, D. C.

TO THE SECRETARY OF THE ARMY
FROM THE SECRETARY OF THE ARMY
SUBJECT: [Illegible]

RE: [Illegible]
[Illegible]
[Illegible]

U. S. ARMY
OFFICE OF THE SECRETARY

I. Management Framework

A. Objective: Develop and issue a clear statement of management policy and philosophy concerning labor relations

1. Need for Broad General Policy. The President has stated, in the preamble to Executive Order 11491, as amended, the Government's general labor relations policy. As a means of providing all agency representatives (managers, supervisors, staff support) with overall guidance in bilateral dealings, the head of the agency, primary national subdivision or subordinate activities at all levels should affirm in writing acceptance and support for such policy and spell out the philosophy and approach to be followed in implementing it.

2. Content of Policy Statement. The statement should clearly define principles to be observed in management relations with unions. This involves such matters as management's commitment in the public interest to modern and progressive work practices, employee and union rights and responsibilities, management rights and responsibilities, high standards of employee performance, management's positive approach to third party resolution of disputes, improved well-being of employees through maximum appropriate participation in establishing personnel policies affecting them on the job, and the importance of sound labor relations to mission accomplishment.

3. Interface of Management Framework with Organization Framework. Agency organization of labor relations activities should reflect the

conviction that the growing dimensions of union involvement in the formulation and implementation of personnel policies and practices affecting employees they represent must become an integral part of agency approach to personnel management in order to maximize the cooperative and productive benefits of the relationship. There should be visible, top level commitment to the total personnel management program. Specific emphasis should be given in allocation and utilization of personnel management resources to the new dimensions of labor relations which continue to transform many personnel decisions from a unilateral to a bilateral process. Such a total integration of labor relations responsibilities in personnel management is reflected and intended throughout these Guidelines.

B. Objective: Prepare plans and resource estimates required to achieve labor relations goals

1. Labor relations program plan. Guided by its identified management policy and philosophy, each agency should prepare a comprehensive plan for achieving its labor relations objectives. Short-range planning period should cover the fiscal year about to begin and the subsequent budget year. Long-range planning period generally will cover the next five years. These plans should be the product of two specific steps, described below.

a. State short-range and long-range labor relations program objectives. Agencies should prepare written program objectives for labor relations activities. These objectives should be formulated

according to management's consensus of what are desirable and practical goals for the agency to accomplish through its labor relations effort with the understanding that management is only one of the parties to a bilateral relationship.

Short-range objectives may, for example, be (1) reorganizing the personnel staff at the headquarters to provide more effective labor relations support for agency field staff or (2) reviewing agency regulations relating to matters within the scope of bargaining under Executive Order 11491 to insure locus of authority rests at the most effective level for bilateral dealings between unions and agency managers, or (3) reviewing and improving, if necessary, procedures for agency approval of negotiated agreements.

Long-range objectives might include (1) efforts to deal more effectively with fragmented exclusive units through possible use of multi-unit bargaining approach, or (2) seeking to enlist union support for general improvements in quality of public service and implementation of public policy through such matters as improved worker productivity, safe work conditions and practices, or (3) strengthening line supervisor and middle management perception and performance of their role as management representatives.

b. Develop strategies to achieve desired labor relations objectives.

The other necessary step in development of an agency's labor relations plan is to establish priorities and methods by which these objectives are to

be achieved. The short-range strategies resulting from this process generally will be more specific and more fully developed than those applied to the agency's long-range labor relations objectives.

2. Develop a resource plan for agency labor relations activities for the fiscal year about to begin and for the subsequent budget year.

Estimates for the agency's personnel management function should reflect the requirements necessary to accomplish the labor relations objectives formulated according to the program planning steps outlined above. The resource estimates should be used as a management tool to guide the agency in its obligation of manpower and money toward meeting its current labor relations plan. Amount of funds appropriated may require adjustment of resource estimates, however the full estimate should serve as the basis for relating the planned labor relations activity with the associated expenditures. It is not necessary to include indirect and overhead costs for this purpose. Similarly, the portioned salary cost for labor relations activities performed by line managers as part of their normal functions should not be included. The labor relations training budget estimate is summarized below.

The budget estimate should include the annual salary cost of agency staff personnel involved in activities related directly to labor relations. Full-time and part-time personnel should be included roughly to the extent that they participate in labor relations activities.

Other significant costs that are related directly to the labor relations effort should be included such as training, expense of third-party procedures, consulting fees or staff travel.

C. Objective: Develop a systematic approach for planning agency labor relations training.

1. Identify agency-wide labor relations training needs. To determine training needs, the agency manager should initially define, in some detail, the skills required to perform effectively the various labor relations functions in the agency. That is, with what degree of skill should the various levels of supervision and management in the organization be able to comprehend and apply the rights and responsibilities designated for management representatives under E.O. 11491, as amended. After defining required skills, the manager should inventory abilities possessed by present agency personnel as a guide to the magnitude of training needs.

2. Develop a program to meet the training needs. After agency training needs have been identified, alternative methods of meeting the needs should be considered. With each method, whether it be hiring skilled personnel, training current personnel through agency or outside means, redistributing current skilled employees, cost estimates should be developed so the agency's needs may be met efficiently and economically with due consideration to long, as well as short, range objectives.

These estimates should include all relevant costs. Agency administered training, for example, should include costs of development, facilities, instructors, and participants. The Civil Service Commission has developed a Training Cost Model which agencies may find useful in making

these estimates. The Commission also has developed a basic curriculum of labor relations courses designed to meet training needs most common to all agencies.

D. Objective: Develop a systematic approach for planning and negotiating agreements

Successful negotiation of agreements requires systematic planning and high level attention. Major areas of concern include, but are not limited to:

1. Select and train management's negotiating team.
2. Establish management's bargaining objectives and develop management proposals where appropriate. This must involve top and line management as well as total personnel management input.
3. Anticipate union proposals.
4. Attempt to merge management's objectives with anticipated union proposals for analysis.
5. Estimate impact of each proposal in terms of cost-benefit ratio, possible problems in administering it, compliance with Order, employee well-being and performance, management effectiveness and mission accomplishment.
6. Settle on bargaining strategies and priorities, involving both line and staff input.
7. Assign management's negotiating team with appropriate authority to bind management to the terms of a labor-management agreement.
8. When mutual agreement is not possible, determine management position and representation in third-party proceedings.
9. Summarize the key negotiation proceedings for use in administration of the agreement and for future negotiation planning.

E. Objective: Conduct an annual review and evaluation of the
Labor Relations Program

1. Report progress in meeting labor relations objectives.

A system for evaluating agency-wide progress should be established at the headquarters level. Each primary national subdivision, major bureau or command should be requested to submit an evaluation of its labor relations activities over the past year to agency headquarters. This report should cover progress made toward established program objectives and should highlight major problems which interfered with achieving those objectives. It should also discuss activities which were not included in the agency's statement of objectives and analyze the nature of such activities for possible consideration in future plans. Evaluators should be careful not to measure program effectiveness solely against achievement of planned objectives.

Events may have proved the objective unwise, untimely or unobtainable. An assessment should be made as to the appropriateness of the objectives and possible redirection. Finally, reports should discuss the extent to which actual expenditures exceeded or fell short of the budgeted expenditures for labor relations to assist management in subsequent planning and budgeting.

2. Evaluate agency labor relations training output. Labor relations training activity should be reviewed annually to evaluate its success in fulfilling the agency's skill needs. The review should focus,

if possible, on the degree of skills increase on the part of those involved in the labor relations function. The revision of training materials, the need for further training or retraining, and the efficiency of the training function should also be considered. These qualitative analyses should be in addition to any reporting of numbers of persons trained, hours of training conducted, and other quantitative output measurements.

3. Review agency-wide performance in its bilateral negotiation of labor agreements. Using the record of negotiation proceedings prepared at the conclusion of each collective bargaining agreement as outlined above, each agency should determine the extent of its overall success in achieving the objectives set for its negotiators. This process should attempt to highlight strategies which have proved to be particularly effective in reaching agreements consistent with management's intentions, and to identify workable tradeoffs. This process may also reveal areas in which management can take appropriate permissible unilateral steps to improve the conduct of its operations.

II. Organization Framework

A. Objective: Insure top management recognition of total personnel management with special emphasis on labor relations.
Insure adequate line and staff support of the program.

1. Organization of Personnel Management function. The management of human resources, whether represented by labor organizations or not,

requires the personnel management function (within which labor relations responsibilities are totally integrated) to have direct access to the head or principal deputy of an agency, activity or installation. Agency policy and program development should incorporate the total personnel management input in the formulative stages of that development.

2. Assign appropriate responsibility and authority for agency labor relations matters to line supervisors/managers.

Sound labor relations is a line management concern. Since the line supervisor/manager so deeply affects labor relations policy and in turn is so deeply affected by that policy and by the provisions of negotiated labor agreements, agency management should provide that sufficient and appropriate responsibilities and authority are delegated to the line supervisor/manager in order for him to direct the workforce within the terms of a negotiated agreement and represent higher level management in a labor relations capacity.

3. Assign appropriate responsibility and authority to the personnel staff for agency labor relations activities.

As with the duties and authorities of line supervisors and managers, the agency personnel staff at appropriate levels, requires responsibilities and decision-making authority, as delegated by the head of an agency, to be that agency's primary interface with labor organizations in all aspects of labor relations. It will normally serve management's best interests to delegate to this function the authority to represent the agency in dealing with unions, in third-party proceedings, and

in conjunction with line management, preparing and conducting negotiations with labor organizations and implementing and administering the resulting agreement.

4. Engage line management in pre-negotiation planning and in contract administration.

Line management participation is essential in effective labor relations. At the supervisory level, management has the benefit of frequent, direct contact with rank and file employees which can help identify employee needs and concerns and anticipate union demands. Line managers also can identify provisions that affect efficiency and effectiveness of their division's operations. They know best which provisions will place undesirable and/or unworkable limits on the authority needed to meet agency goals and missions.

5. Provide line management at all levels with labor relations staff support.

The line supervisor's/manager's need for authoritative technical and policy guidance on labor relations matters of agency-wide significance should be furnished by staff support aware of the supervisor's/manager's specific area of responsibility and able to interpret the agency's official position on a particular question of policy. Each agency's particular circumstance should dictate the appropriate pattern.

6. When appropriate, utilize external sources of labor relations skills for guidance and assistance.

Within government, the U. S. Civil Service Commission through its Office of Labor-Management Relations and its Regional Labor Relations Officers, furnishes day-to-day technical advice and guidance to agencies in all aspects of Federal labor relations. This includes coordination of inter-agency activities in all facets of labor relations. The Commission stands ready to assist agencies in labor relations training through its Labor Relations Training Center. Experts from other agencies can also be called on for assisting an agency's labor relations staff. Outside government, numerous private and academic institutions and experts can offer assistance in specialized areas; however, all agencies should insure that capabilities do not exist within government before turning to outside sources.

6. When appropriate, utilize external sources of labor relations

Skills for guidance and assistance

Within government, the U.S. Civil Service Commission through the Office of Labor-Management Relations and the Regional Labor Relations

Officers, provides day-to-day technical advice and guidance to

agencies in all matters of Federal labor relations. This includes

coordination of labor policy within the U.S. Department of Labor

relations. The Commission also acts as a clearinghouse for labor

relations training through the Labor-Management Training Center.

Expenditures for labor relations are also included in the budget for

agency's labor relations staff. Staff's responsibilities, however, extend

and include: handling labor and management relations, providing technical

advice, training, and assistance to labor relations staff in the

agency, and providing technical assistance to labor relations staff in the

agency's labor relations staff.

It is the responsibility of the labor relations staff to provide

technical assistance to labor relations staff in the agency.

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UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

September 29, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

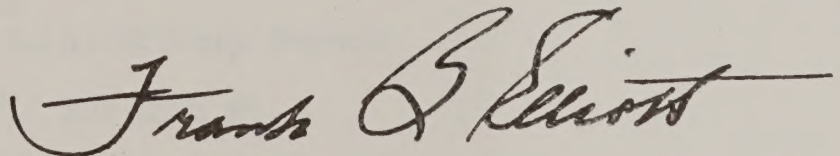
Communications and Leadership Training Through Toastmasters

The abilities to speak effectively, listen carefully, and think critically are among the most valuable talents a person can develop. Toastmasters--a non-profit, non-sectarian educational organization established 48 years ago--is dedicated to providing the opportunity for developing these talents.

In the Washington, D. C. area, there are seven Toastmasters Clubs meeting in Department of Agriculture facilities and primarily made up of USDA employees. The combined membership of these local clubs is more than 200 persons. Thousands of other Agriculture Department employees are members of Toastmasters Clubs throughout our nation.

The development of leadership abilities through Toastmasters activity is of great value to our democratic society and the free enterprise system. Toastmasters Clubs have also helped thousands of members to achieve greater success and satisfaction in their personal, professional, and social lives.

I would like to take the occasion of the 48th anniversary of Toastmasters International to commend this outstanding organization for its many contributions to its members and their communities.



Frank B. Elliott
Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

September 10, 1972

MEMORANDUM TO THE SECRETARY OF AGRICULTURE

Comments on the Proposed Revision of the

The Committee on the Proposed Revision of the...
The Committee on the Proposed Revision of the...
The Committee on the Proposed Revision of the...
The Committee on the Proposed Revision of the...
The Committee on the Proposed Revision of the...

In the Washington, D.C. area, there are many...
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The Department of Agriculture...
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I would like to take the occasion of this...
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Frank H. Ehlert
Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

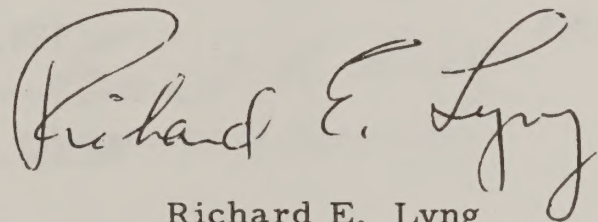
October 13, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Disadvantaged Business Assistance

Secretary's Memorandum No. 1778 of April 6, 1972, reemphasized the commitment of this Department to the national program for Minority Business Enterprise. A significant element of this program is the assistance provided to disadvantaged business firms under Section 8(a) of the Small Business Act (15 USC 637a).

In response to a Department of Commerce request a Department goal of \$8,000,000 has been set for 8(a) contract awards to disadvantaged business firms in FY 1973. This goal does not include commodity procurement contract awards -- goals will be assigned separately for this procurement area. Agency goals are stated on the reverse hereof. The Director of Plant and Operations will coordinate the "8(a)" program for the Department. Your continued strong support to this program is necessary in order that we may attain our goal.



Richard E. Lyng
Acting Secretary

ERS ESAD
Agricultural History Branch
Chief
Room 144, 500 12th St.

FY 1973 Agency Goals 1/

for

"8(a)" Contract Awards to Disadvantaged Business Firms

<u>Agency</u>	<u>Service and Supply</u>	<u>Construction</u>
AMS	\$ 180,000	\$
ARS	148,000	300,000
ASCS	37,000	
APHIS	280,000	130,000
FHA	5,000	
FNS	240,000	
FAS	3,000	
FS	1,361,000	3,200,000
OMS	175,000	
SCS	128,000	1,813,000
	\$2,557,000	\$5,443,000
	TOTAL	<u><u>\$8,000,000</u></u>

1/ Program goals for procurement of agricultural commodities to be determined separately.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

October 16, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Age Discrimination

Attached is a copy of a September 13, 1972, memorandum from the President, calling on all Federal Agencies to take the lead in eliminating age discrimination in employment.

I most heartily support the commitment of the President toward progress in this area.

As managers, we must not overlook the reserve of talent and experience which older citizens and older employees have to offer. Age, by itself, should not be a consideration in hiring new employees, in promotions, or in selections for training opportunities.

Agencies should review their personnel policies and practices to make certain that there exists full equality of opportunity for older men and women. The Office of Personnel will contact Agency Personnel Officers on the details of this review and related matters.

Earl L. Butz
Secretary of Agriculture

Attachment

THE WHITE HOUSE

WASHINGTON

September 13, 1972

MEMORANDUM FOR HEADS OF

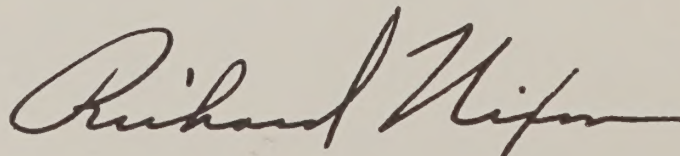
DEPARTMENTS AND AGENCIES

For many years, the Federal Government has been fighting against discrimination in employment. On the basis of age, creed, ethnic origin, sex or skin color, discrimination is an intolerable wrong. As discrimination is an affront to our society, it cannot be countenanced in our government.

In my message to the Congress earlier this year transmitting this Administration's recommendations for action on behalf of older Americans, I stressed the importance of giving serious attention to the problems of our older citizens. One such problem is age discrimination. As the largest employer in the Nation, the Government has a special responsibility to take the lead in eradicating age discrimination from the world of employment.

It is appropriate, at this time, to reaffirm our commitment to the long-standing policy of the Federal Government that age, by itself, shall be no bar to a Federal job which an individual is otherwise qualified to perform. In doing so, I want to emphasize that our older Americans possess talents, experience, and skills which the Government needs and which our older citizens deserve the chance to contribute.

I call upon each of you to review your agency's programs to make sure that the skills and experience of our older citizens are being effectively utilized. I also ask that you review your agency's employment practices and take immediate steps to eliminate any which may directly or indirectly stand as a barrier to equal opportunity for older persons. We must not tolerate any practice that denies older citizens fair and full consideration for employment and advancement in the Federal service.

A handwritten signature in dark ink, reading "Richard Nixon". The signature is fluid and cursive, with the first name "Richard" and last name "Nixon" clearly legible.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

November 15, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

The Department Executive Development Program

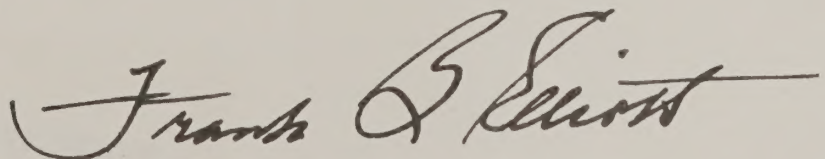
The Secretary, in his Memorandum No. 1765, January 26, 1972, outlined the Department's policy regarding executive development activities.

If the Department of Agriculture is to continue to serve the public efficiently and effectively, we must select individuals for positions of greater responsibility systematically through a formal, structured executive development program.

The Office of Personnel has issued guidelines in Chapter 412, Subchapter 2-4 of the Department Personnel Manual which implement the policy stated previously in Secretary's Memorandum No. 1765. These guidelines provide for a Department Executive Development Program which stresses the "total organization" approach to executive development. In setting Program goals, the need of the whole Department will be taken into consideration. Developmental activities will include interagency assignment of participants and other interagency developmental efforts, as well as more traditional learning experiences.

Agencies are expected to support the Department Executive Development Program with supplemental activities in order to achieve optimum program effectiveness.

ERS ESAD
Agricultural History Branch
Historical Research Section
Head, 145, 500 12th St.



Frank B. Elliott
Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D.C.

January 1, 1912

Mr. J. M. Smith

Washington, D.C.

Dear Sir:

I have the honor to acknowledge the receipt of your letter of December 15, 1911, in relation to the matter of the proposed amendment to the act of March 3, 1879, relating to the registration of land.

The act of March 3, 1879, relating to the registration of land, is a law which has been in force for many years, and it is the policy of the Department to maintain the same in its present form, unless there is a strong reason to the contrary.

It is the Department's policy to maintain the same in its present form, unless there is a strong reason to the contrary. The Department is not in a position to make any change in the act of March 3, 1879, at this time.

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UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

December 5, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Employment of Returning Veterans

President Nixon in a recent Memorandum to Heads of Executive Departments and Agencies asked all managers, supervisors, and personnel officials to accept, as a personal challenge and obligation, the responsibility for extending maximum job opportunities to returning Vietnam Era veterans (copy printed on the reverse). He stated that ". . . we must pursue with skill and determination every conceivable approach"

I fully support the President in this program, and urge you to work toward greater utilization of returning veterans wherever possible. I ask you and members of your organization to devote your personal attention to the identification of appropriate positions in your Agency for the placement of our returning veterans.

Only through your support and positive efforts, will we be able to demonstrate progress in this highly important program.

Earl L. Butz
Secretary of Agriculture

Attachment

ERS ESAD
Agricultural History Branch
Chief
Room 144, 500 12th St.

THE WHITE HOUSE

WASHINGTON

October 5, 1972

MEMORANDUM TO THE HEADS OF EXECUTIVE
DEPARTMENTS AND AGENCIES

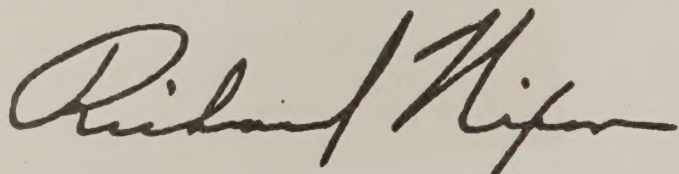
As we continue to wind down this Nation's participation in the Vietnam conflict, increasing numbers of our veterans are returning home and entering the labor market. They have done their part and now need our help in making the transition back into the civilian economy.

Education and employment are their most immediate priorities. As a responsible employer, the Government must continue to use every means available to meet the needs of those who have served their country.

I am resolved that no returning veteran will be turned away from lack of zeal on our part. Many Federal officials have done an exemplary job in employing veterans whenever possible, even though employment opportunities have diminished. I want you to ensure that all managers, supervisors, and personnel officials in your organization accept, as a personal challenge and obligation, the responsibility for extending maximum job opportunities to returning veterans.

Veterans preference granted by law provides opportunities for hiring returning veterans. The Veterans Readjustment Appointment which I authorized in March, 1970, provides an excellent additional avenue. But we must pursue with skill and determination every conceivable approach including the splitting of full-time jobs.

The Chairman of the Civil Service Commission will continue to provide leadership and guidance on employment of the returning veterans within the Federal Government and the Secretary of Labor will continue to direct our efforts on their behalf. Those who have given so much of themselves will not be forgotten.



UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 11, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Reappointment of Members of Advisory and
Industrial Advisory Committees

Existing Department regulations regarding advisory committees require that the Secretary make a written determination for continuation of existing national advisory and industrial advisory committees and interagency committees. When it has been determined that a committee should be continued, agency heads should take steps to assure the broadest possible representation and participation among the trade, industry or clientele groups involved, as well as representation from different sections of the Nation.

In considering incumbent advisory committee members for reappointment, agency heads should consider the following factors:

1. Memberships on advisory and industrial advisory committees should be rotated to the maximum extent feasible and practicable at the end of each term.
2. Members who have not attended meetings and have shown little interest in the committee's sessions should be replaced with individuals who will and can take an active part in its functions.
3. Selections of members should be based on their qualifications to serve as a spokesman for their industry or a particular segment of it, and members should be evaluated on the basis of their participation in, and contribution to, the activities of the committee.
4. Care should be taken in selecting members to avoid placing a disproportionate number of persons representing a particular firm, corporation, or group on a committee.
5. To further broaden participation, it shall be the policy of USDA to limit a particular individual to serving on only one advisory or industrial advisory committee at a time, except in cases where an individual holds membership on

a second committee or subcommittee as a consequence of nomination or election by a body or group outside USDA, or as a consequence of his or her membership on another board or committee outside USDA.

6. Advisory committee membership selections should be made in such a way as to increase participation by young persons and minorities.
7. Reestablishment of committees and selection of members should be made with careful consideration of the requirements of Executive Order 11671 or the Federal Advisory Committee Act, P. L. 92-463, when it becomes effective on January 5, 1973.

Earl L. Butz
Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

December 14, 1972

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Temporary Freeze on Hires and Promotions

The Secretary in his memorandum dated December 13, 1972, outlined the President's program to hold down Federal spending and establishing a freeze on all promotions and accessions. This freeze is effective immediately and will continue in effect until further word is received from the Office of the President.

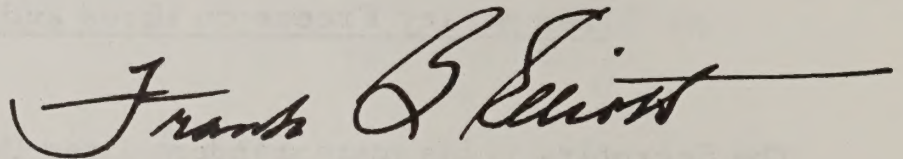
To carry out the directive within the Department these additional guidelines will be followed:

1. Exceptions to the freeze order will only be permitted where the actions are essential to preserve human life and safety, to protect property, to preserve the continuity of government or for emergency situations.

All requests for exceptions to the freeze order will be addressed to this office. Full statements of justification must accompany the request. Most requests for exceptions to the freeze order will be met internally by reallocation of existing resources. We contemplate few, if any, exceptions will be forwarded for approval by the Office of Management and Budget.

2. Reassignments between agencies of the Department will require prior approval by the Office of Personnel. These movements within the Department will be authorized only when it is clearly established that a priority need exists within the gaining agency.
3. Agency Personnel Directors were advised on Monday, December 11, 1972, to immediately notify their field offices to make no additional commitments to hire or promote. Commitments to hire or promote made by a person with employment authority made prior to receipt of notification to freeze may be honored providing proper documentation is made a matter of record.

There is attached a series of questions and answers about the freeze on hires and promotions issued by the Civil Service Commission. Any additional questions concerning the freeze on hires and promotions should be directed to the Office of Personnel who will be responsible for obtaining the necessary answers.



Frank B. Elliott
Assistant Secretary for
Administration

Attachments

QUESTIONS AND ANSWERS ABOUT THE FREEZE ON HIRING AND PROMOTIONS

These questions and answers have been prepared in connection with the President's statement about the freeze on Hiring and Promotions of civilians in the Executive Branch of the Federal government.

1. What is frozen?

Answer: The freeze stops all hiring of civilian employees by Federal agencies, whether the appointments would be permanent or temporary, whether the persons would be new appointees or reinstated former employees. The freeze also stops all grade-to-grade promotions, permanent and temporary, of present Federal employees.

2. Are there any exceptions possible which might permit some limited hiring?

Answer: Where firm hiring commitments were made prior to the President's directive, commitments can be honored and the persons hired. In addition, appointments, reemployments or promotions required pursuant to law may be made (for example, reemployment after military service.)

3. What is a "firm hiring commitment"?

Answer: This means that an authorized official extended an offer of employment to a prospective employee before the President's directive. This includes a firm offer made subject only to satisfying a required pre-condition before entrance on duty, such as an investigation or medical examination.

4. Is there any provision for exception from the hiring freeze on an individual agency basis?

Answer: The Office of Management and Budget will permit exceptions only in cases where the actions are essential to preserve human life and safety, to protect property, to preserve the continuity of government, or for other emergency situations. Any specific questions about such situations should be directed by agency headquarters to the Office of Management and Budget.

5. Are transfers from one Federal department or agency to another also frozen?

Answer: Yes. The freeze applies to each agency individually, so Agency A may not add to its employment during the freeze by the transfer of an employee from Agency B. However, movements within a department or independent agency are authorized.

6. Why is the freeze being put into effect?

Answer: The President has stated that a reduction in the size of the Federal government is needed. Since it will take time to make specific decisions about agency and program adjustments it is advisable in the interest of government and all employees to freeze hiring and promotions now in order to soften the possible impact on Federal employees later.

7. How long will the freeze last?

Answer: Until a new budget is sent to Congress in January.

8. Could an agency which cannot hire, instead contract with a private firm?

Answer: No. Contracting may not be used to circumvent the President's directive.

9. Does the promotion freeze mean that employees' pay is frozen?

Answer: No. The freeze applies to promotions from one grade to a higher grade, but it does not apply to changes to a higher pay rate within the pay range of a grade (step increase).

10. Are there any exceptions to the promotion freeze?

Answer: Where prior commitments or provisions of law require, promotions may be effected during the freeze. These situations are the following:

- A. Analogous to the "hiring commitment" situation, where an authorized official has offered a promotion to a properly selected employee prior to the President's directive, the promotion may be made.

- B. Employees being developed under formal training plans which contain written commitments to promote upon successful completion of specific requirements, may be promoted.
- C. The classification statutes require agencies and the Civil Service Commission to place positions in their appropriate grades, based upon the duties and responsibilities of the positions. Classification determinations reached during the freeze, which would entail upgrading of a position and promotion of an employee, based upon duties assigned and actually being performed prior to the freeze, will be effected. For example, a Commission decision on a position classification appeal, which is issued during the freeze period, and classifies the position to a higher grade, must be complied with.

11. Suppose an agency planned to rearrange duties during the freeze, and some jobs in an office would then be worth higher grades - would promotions be permitted?

Answer: No. The rearrangement or redistribution of duties, is something management can control. The "upgrading" situation described in question 10 is not a matter of planned management action, but recognition that a position has changed over time, and has been operating at a higher level for some time.

12. With hiring and promotions frozen, what can an agency do to fill essential jobs which are vacant?

Answer: The personnel system contains provisions to meet such situations. An agency may detail, i.e., temporarily assign, employees to other positions, or reassign them, i.e., to move to another job at the same grade level. Depending on such factors as how much attrition takes place, agencies may have to make choices of priorities to assure the most essential services are carried out. Less important activities may have to be delayed or slowed down.

1. The first thing we should do is to make sure that the data is accurate. This is important because if the data is wrong, then any conclusions we draw will be wrong. We should check the data carefully and make sure it is correct.

2. The second thing we should do is to make sure that the data is complete. This means that we should have all the data that we need to make our conclusions. If we are missing any data, then we should try to find it. We should also make sure that the data is up to date.

3. The third thing we should do is to make sure that the data is reliable. This means that we should be confident that the data is true and not just a guess. We should look for evidence that supports the data and make sure that it is consistent.

4. The fourth thing we should do is to make sure that the data is valid. This means that we should be able to use the data to make our conclusions. We should make sure that the data is relevant to the question we are trying to answer and that it is not biased.

5. The fifth thing we should do is to make sure that the data is clear. This means that we should be able to understand the data without any confusion. We should make sure that the data is presented in a way that is easy to read and that it is not too complicated.

6. The sixth thing we should do is to make sure that the data is consistent. This means that we should be able to find the same results if we repeat the experiment. We should make sure that the data is not just a one-time result and that it is consistent with other data.

7. The seventh thing we should do is to make sure that the data is accurate. This means that we should be able to find the same results if we repeat the experiment. We should make sure that the data is not just a one-time result and that it is consistent with other data.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

January 29, 1973

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Temporary Freeze on Hires and Promotions

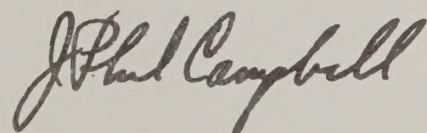
The President has lifted the temporary freeze on promotions and accessions that was announced in his message of December 11, 1972.

A temporary freeze will continue in this Department for all accessions, promotions, and reassignments involving employees and positions at GS-12 and above. This freeze will remain in effect until the Department can fully assess the effects of budget decisions, reordering of program priorities and organizational relationships, and continuing need to reduce the Department's average grade level.

Exceptions to this Departmental freeze order will be considered only in those cases where the action is absolutely essential to carry out the Agency's program effectively and economically. Full justifications and requests for exceptions must be sent to the Office of Personnel and no commitments may be made to a new appointee or a current employee prior to approval of the requested exception.

Agencies may resume accession, promotion, and reassignment actions involving employees and positions below the GS-12 level immediately. However, any such actions should be taken with full consideration to budgetary and personnel limitations.

This order will remain in effect until new guidelines can be developed that will assure staffing patterns that are in line with current needs of the Department.



J. Phil Campbell
Under Secretary

THE UNIVERSITY OF CHICAGO
DIVISION OF THE PHYSICAL SCIENCES
DEPARTMENT OF CHEMISTRY

RECEIVED
JAN 10 1964

TO THE DIRECTOR, DIVISION OF THE PHYSICAL SCIENCES
FROM THE DEPARTMENT OF CHEMISTRY

Enclosed for the Division are two copies of a report on the progress of the work of the Department of Chemistry during the year 1963. The report is divided into two parts, one dealing with the work of the Department as a whole and the other with the work of the individual laboratories. The report is intended to provide a summary of the work of the Department for the Division and to provide a basis for the discussion of the work of the Department at the Divisional meetings.

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[Signature]
J. E. Huie
Chairman

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

February 23, 1973

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Assignment of the Economic Development Division
to the Rural Development Service

Secretary's Memorandum No. 1800, dated February 12, 1973, transferred responsibility for the Economic Development Division, Economic Research Service, from the Director of Agricultural Economics to the Assistant Secretary for Rural Development.

I am hereby assigning the Economic Development Division to the Rural Development Service. The Director of the division will report directly to the ADMINISTRATOR of the Rural Development Service.

William Erwin

WILLIAM ERWIN
Assistant Secretary for Rural
Development

ERS ESAD
Agricultural History Branch
Historical Research Section
Head, 145, 500 12th St.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

February 12, 1972

MEMORANDUM TO THE ASSISTANT SECRETARY FOR POLICY AND PLANNING

Re: Statement of the President's Commission on the
State of the Union, 1972

The President's Commission on the State of the Union, 1972, issued its report on February 12, 1972. The report contains a number of recommendations for the Department of Agriculture. The report also contains a number of recommendations for the Department of the Interior. The report is a valuable source of information for the Department of Agriculture. The report is a valuable source of information for the Department of the Interior. The report is a valuable source of information for the Department of the Interior.

WILLIAM E. SMITH
Assistant Secretary for Policy and Planning
Department of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

March 13, 1973

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Appointment of Assistant Secretary for Administration
and Deputy Assistant Secretary for Administration

Mr. Joseph R. Wright, Jr., has been appointed to the position of Assistant Secretary for Administration effective March 8, 1973.

Mr. Frank B. Elliott will serve as Deputy Assistant Secretary for Administration effective March 8, 1973.

Earl L. Butz
Secretary of Agriculture

ERS ESAD
Agricultural History Branch
Historical Research Section
Head, 145, 500 12th St.

UNITED STATES DEPARTMENT OF AGRICULTURE
BUREAU OF PLANT INDUSTRY
WASHINGTON, D. C.
MAY 10 1917

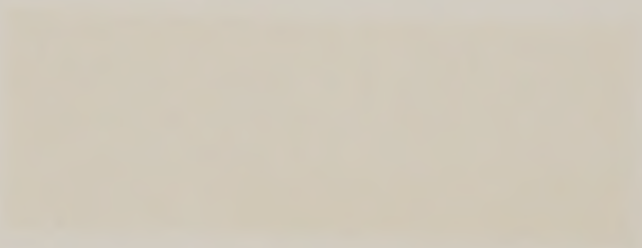
1917-18

MEMORANDUM TO HEADS OF BUREAU DIVISIONS

Subject: Appointment of Assistant Secretary for Plant Industry
and Assistant Secretary for Plant Industry
and Assistant Secretary for Plant Industry

Mr. Joseph H. Wright, Jr., has been appointed to the position of
Assistant Secretary for Plant Industry, effective March 1, 1917.
Mr. Frank B. Elliott will serve as Acting Assistant Secretary
for Plant Industry, effective March 1, 1917.

Very truly yours,
Director of Plant Industry



UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 13, 1973

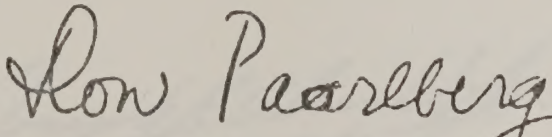
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Transfer of the Consumer Research Work of the
Statistical Reporting Service to the Economic Research Service

The Market Research Section, Sample Survey Research Branch, of the Statistical Reporting Service conducts research surveys relating to household, industrial and institutional consumers and producers with respect to sensory perception, attitudes, opinions and related factual data affecting marketing and consumption of agricultural products.

In response to OMB guidelines on organization of Federal statistical activities, I am hereby transferring all functions, personnel and property of this Section to the Economic Research Service.

The OMB guidelines call for the establishment of two principal statistical units within each of the Departments of Agriculture, Labor, Commerce and HEW. These are: (1) A unified data planning and analysis office, and (2) a centralized service oriented data collection and processing center. With the transfer of the Market Research Section of the Statistical Reporting Service to the Economic Research Service, these two agencies will more nearly conform to the OMB guidelines. The data planning and analysis functions relating to these consumer research studies will now be done by ERS. Data collection and processing will continue, as in the past, to be principally handled by contract with private marketing research firms.


Don Paarlberg, Director
Agricultural Economics

ERS ESAD
Agricultural History Branch
Historical Research Section
Head, 145, 500 12th St.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 18, 1973

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

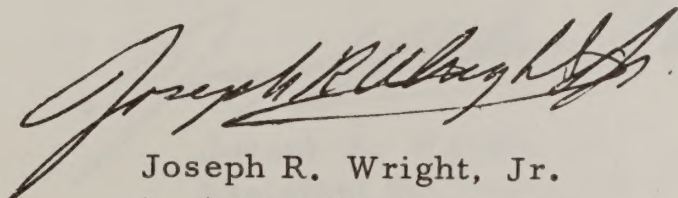
Use of the IPA Personnel Mobility Authority
for
Employee Development Purposes

The Department of Agriculture has initiated more temporary assignments under the provisions of the Intergovernmental Personnel Act of 1970 than any other Government Department or Agency. As of March 31, 95 of the 535 total Governmentwide assignments were by USDA. We are proud of this record.

Agencies are encouraged to continue such assignments and to use the IPA Mobility Assignments as a personnel management tool for employee development purposes when the employee's effectiveness in his regular assignment will be improved.

Agencies should:

- Identify positions which require specific knowledge of state and local operations,
- Identify employees in such positions who need local-level exposure to perform their duties more efficiently and expertly, AND
- Consider assignments for developmental purposes for employees who have potential for development and have demonstrated a strong Federal career commitment.



Joseph R. Wright, Jr.
Assistant Secretary for
Administration

ERS ESAD
Agricultural History Branch
Historical Research Section
Head, 145, 500 12th St.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 18, 1973

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Use of the 1964 Personnel Mobility Authority

For

Employee Development Program

The Department of Agriculture has indicated that temporary assignments under the provisions of the Intergovernmental Personnel Act of 1970 have been used by the Government Department on a regular basis. As of March 31, 1973 the 212 total Governmental assignments were by USDA. We are proud of this record.

Agencies are encouraged to continue such assignments and to use the 1964 Mobility Authority as a personnel management tool. The employee development program when the employee's assignment in his regular assignment will be improved.

Agencies should:

- Identify positions which require specific knowledge, skills and local operations.
- Identify employees in such positions who need local level exposure to further their career and development and expertise, AND
- Consider assignments for development purposes for employees who have potential for development and have demonstrated a strong Federal career commitment.



Joseph E. Wright, Jr.
Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 25, 1974

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Disadvantaged Business Assistance

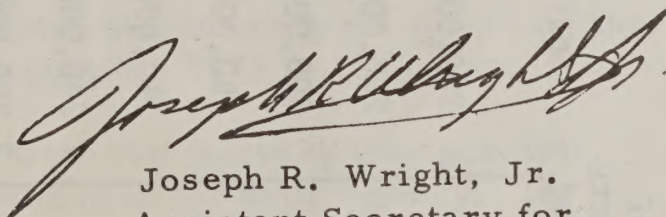
With two-thirds of the fiscal year completed we have accomplished less than one-fifth of our goal of \$6.6 million in contract awards to disadvantaged businesses under the 8(a) program.

The table on the back of this memorandum shows goals and accomplishments by agency.

Promoting the development of competitive business firms owned by disadvantaged members of our society is a major thrust of this Administration. The program has the support of Congress and the private business community is actively participating in its accomplishment. The 8(a) and related disadvantaged business development programs are not incidental to the Federal procurement process--they are integral parts of that process directly affecting the attainment of national goals.

With two months left in the fiscal year, two months that have historically been periods of heavy contracting volume, we still have an opportunity to make significant progress towards accomplishment of our goal. We won't make that progress unless we exert special effort to overcome problems such as identifying procurement requirements and locating prospective vendors to participate in this program.

Let's exert that effort.



Joseph R. Wright, Jr.
Assistant Secretary for
Administration

ERS ESA-Head CE
Agric. History
Historical Services
Room 144, 500 12th St.

FY 1974 8(a) GOALS - ACCOMPLISHMENT

AGENCY	No. of Contracts Awarded	SERVICE AND SUPPLY		CONSTRUCTION		AGRICULTURE COMMODITY	
		Goal	Accomplishment	Goal	Accomplishment	Goal	Accomplishment
AMS	1	200,000	180,000			567,000	
ARS	1	225,000	19,000	100,000			
APHIS		300,000		10,000			
ASCS		50,000				1,387,000	
FHA		10,000					
FNS	2	240,000	330,000			161,000 ¹	
FS	9	1,300,000	138,256	1,000,000	20,908		
OMS/00	4	100,000	194,804				
SCS	4	200,000	105,800	750,000	81,400		
		2,625,000	967,860	1,860,000	102,308	2,115,000	-0-

1/ The purchasing for this program is done by AMS.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

May 17, 1973

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

1973 Summer Employment Program for Youth

President Nixon has announced the 1973 Federal Summer Employment Program for Youth and has asked our personal support for this important effort.

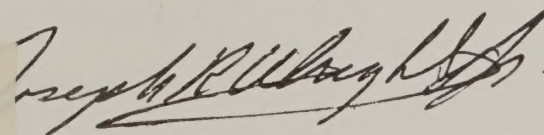
I expect Agencies of the Department to participate fully in this program. Summer Aids should be employed wherever effective use can be made of their service. I ask each of you to continue the leadership that has made this program successful. Make a strong effort to give needy youth the opportunity to cultivate good work habits and attitudes. Give them meaningful work as well as the best supervision and on-the-job training available. At the same time the Summer Aid will have the opportunity:

- to earn the financial means to complete educational aspirations,
- to obtain sound guidance on their choice of future careers as well as to gain practical work experience that will make them more employable for the future, and
- to enrich their knowledge of how their government serves the people.

Summer jobs for needy youth are to be provided in the Department at the rate of one job for every 40 regular employees. The jobs are to be given to young people ages 16 to 21 who need them the most because of economical or educational disadvantages. Based on the above formula, the Department's goal for 1973 is 2085 jobs.

The Director of Personnel will assist you in every way possible. He will notify you soon on the hiring goal for your Agency. Individuals appointed under this program are exempt from ceilings.

ERS, ESAD CB
Agricultural History Br.
Chief, Rm 144 500 12th St.



Joseph R. Wright, Jr.
Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

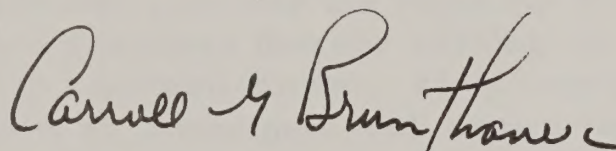
May 17, 1973

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Coordinating USG Contacts with the Liaison Office of
The People's Republic of China

The People's Republic of China is now in the process of establishing a Liaison Office in Washington which will open for business some time in early May. This will provide all agencies of the U. S. Government a more ready contact point with Chinese authorities as the process of normalization of Sino-American relations proceeds.

Given the still preliminary stage of our relations with the People's Republic, the Secretary has requested that all inquiries regarding contacts with PRC's Washington Liaison Office be coordinated with the Foreign Agricultural Service prior to initiating any action. The Administrator of FAS has designated the Assistant Administrator, Agricultural Attaches as Coordinating Officer. He can be reached on Ext. 76138.



Carroll G. Brunthaver
Acting Secretary

ERS ESAD CB
Agricultural History Branch
Chief

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

May 25, 1973

ERS ESAD
Agricultural History Branch
Chief CB

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Labor-Management Relations

On September 29, 1972, you were sent a copy of President Nixon's memorandum on labor relations and a set of guidelines for the management and organization of responsibilities under the Federal labor-management relations program. In studying these documents, you undoubtedly were made aware of the very positive responsibilities we as managers have in strengthening our labor-management relations program and making it an integral part of our overall approach to personnel management.

At this time, I would like to specifically set forth my position and that of the Department in respect to our labor-management relations program and to provide you with certain principles to follow in operating the program.

I strongly support a sound labor-management relations program based on the preamble and provisions of Executive Order 11491, as amended. Such a program, when properly effected provides the basis for the development of new and better work practices thereby serving the public interest and contributing to mission accomplishment. Most importantly, it provides employees an opportunity to participate with management in a bilateral approach to the formulation of personnel policies and practices affecting their working conditions. This constitutes teamwork, a pulling together toward a common goal. As such, it is mutually beneficial to the employees and management as well.

The following are principles which apply and must be observed by all representatives of management in dealing with recognized labor organizations and the employees they represent.

1. Employees have the right to form, join and assist any labor organization, or to refrain from such activity, except as otherwise provided in E.O. 11491, as amended. Management must permit employees to exercise these rights freely and without fear of penalty and reprisal. Additionally, employees must not be influenced or interfered with in the exercise of their choice in representation elections or proceedings.

2. Labor organizations chosen by employees and certified as their exclusive representative and those holding national consultation rights shall be recognized as having a legitimate interest in matters affecting the welfare of the employees they represent. They shall be dealt with in good faith and candor. Every effort must be made to develop a constructive and progressively productive relationship. In turn, labor organizations have a positive obligation to respect the individual rights of employees and to deal in good faith with management representatives.
3. Collective bargaining is to be supported as a means of reaching mutually satisfactory solutions to outstanding issues thereby promoting greater understanding and appreciation of the bilateral process.
4. There shall be a positive approach to the utilization of third party processes in the resolution of disputes, including arbitration of grievances, when good faith efforts have failed to resolve the problem at hand.
5. Every effort shall be made to increase service to the public by improving employee performance and efficiency through the introduction of new and progressive work practices.

Visible, top-level support and commitment is absolutely essential to the effective implementation of the principles which I have set out above. Adjustments particularly in respect to management philosophy and approach as well as organizational structure may have to be instituted. Staff and resources will have to be allocated to assure success in this endeavor. Admittedly, this is a challenge of no small magnitude. However, I believe we can meet it and achieve the benefits which can accrue from a truly bilateral relationship with the labor organizations chosen by our employees to represent them.

The Office of Personnel has worked with your personnel offices in designing an Action Plan to implement this new approach to labor-management relations within the Department. I have reviewed the results and endorse the program objectives which have been identified. All management officials and supervisors will be expected to make a concerted effort to achieve them.

Earl L. Butz
Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 5, 1973

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Inspector General

Mr. Nathaniel E. Kossack, Inspector General, will retire effective June 29, 1973. Mr. Leonard H. Greess, Deputy Inspector General, is hereby designated Acting Inspector General until further notice.

Earl L. Butz
Secretary of Agriculture

ERS ESAD CB
Agricultural History Branch
Historical Research Section
Head, 145, 500 12th St.

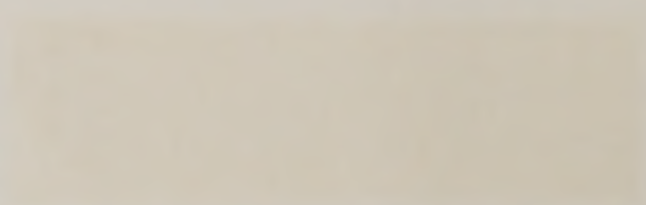
June 1, 1913

THE HONORABLE COMMISSIONER OF THE GENERAL LAND OFFICE
WASHINGTON, D. C.

Dear Sir:

I have the honor to acknowledge the receipt of your letter of the 28th inst. in relation to the proposed sale of the land in the State of Texas, and in reply to inform you that the same has been forwarded to the proper authorities for their consideration.

Sincerely,
J. H. ...



UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 27, 1973

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Legislative Program - 1974

The purpose of this memorandum is to request your recommendations for the Department's legislative program for the Second Session of the 93rd Congress. The Department's legislative program is submitted to the Office of Management and Budget each year concurrent with the annual budget submission.

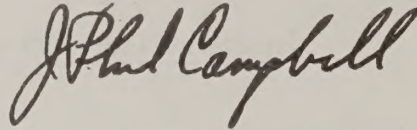
Your proposal should be prepared and sent to your Assistant Secretary or Director in an original and one, with two copies to the Office of Budget and Finance, and one to the Office of Planning and Evaluation, not later than August 3, 1973. Instructions for preparing proposals for the legislative program are included in 6 AR Chapter 7, and Office of Management and Budget Circular No. A-19. Agency proposals for the legislative program should be consistent with agency program and financial plan proposals for the FY 1975 planning and budgeting cycle.

Include the following information in your submission:

1. A detailed analysis of each legislative proposal.
2. A summary statement giving a brief description of each proposal.
3. A list of laws applicable to your agency's programs that expire prior to July 1, 1976. Identify the subject, the citation (U. S. Code and P. L. Number), the date of expiration, and your recommendation as to the extension of this authority.
4. Exhibit 22A, OMB Circular No. A-11, "Legislative Program Projections." Amounts shown should be consistent with agency budget estimates and will include estimates

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Agricultural History Branch
Historical Research Section
Head, 145, 500 12th St.

for all USDA agencies and staff offices involved. Include on Exhibit 22A, all legislative items requiring funds in the budget year or any of the succeeding four fiscal years.



J. Phil Campbell
Under Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

August 2, 1973

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Officials to Certify Reports on Appropriations
and Funds Required under Section 1311 of Public Law 663,
83rd Congress, Approved August 26, 1954

In accordance with the requirements of Section 1311 of Public Law 663, 83rd Congress, approved August 26, 1954 (31 U.S.C. 200), agency officials occupying or acting in the following listed positions are hereby designated to certify the status of balances of appropriations and funds as of June 30 of each fiscal year.

Agricultural Research Service

Director, Budget and Finance Division

Animal and Plant Health Inspection Service

Director, Budget and Finance Division

Agricultural Marketing Service

Deputy Administrator, Management
Director, Financial Management Division

Agricultural Stabilization and Conservation Service

Export Marketing Service

Chief, Accounting Field Office, Fiscal Division

Commodity Credit Corporation

Comptroller, Commodity Credit Corporation

Extension Service

Director, Management Operations Staff
Chief, Budget and Accounting Branch,
Management Operations Staff

Farmers Home Administration

Director, National Finance Office
Deputy Director, National Finance Office

Federal Crop Insurance Corporation

Assistant Manager - Administration
Director, Budget and Finance Division

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Food and Nutrition Service
Deputy Administrator, Management
Director, Finance and Program Accounting Division

Foreign Agricultural Service
Director, Budget and Finance Division

Forest Service
Director, Division of Budget and Finance

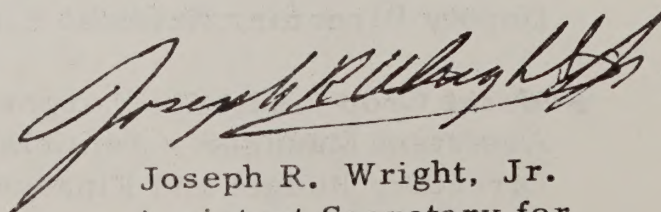
Rural Electrification Administration
Assistant Administrator - Administration
Director, Accounting and Auditing Division
Chief, Agency Accounting Branch, Accounting
and Auditing Division

Soil Conservation Service
Director, Budget and Finance Division

Commodity Exchange Authority
Cooperative State Research Service
Economic Research Service
Farmer Cooperative Service
National Agricultural Library
Office of Communication
Office of the General Counsel
Office of the Inspector General
Office of Management Services
Offices financed under "Office of the Secretary"
Packers and Stockyards Administration
Rural Development Service
Statistical Reporting Service
Director, Office of Management Services
Chief, Division of Budget and Finance,
Office of Management Services

Special Departmental Allocation or Transfer Accounts
Deputy Director, Office of Budget and Finance
Chief, Division of Budget Systems and Control,
Office of Budget and Finance

Secretary's Memorandum No. 1367, Revised, dated May 19, 1972,
is hereby superseded.



Joseph R. Wright, Jr.
Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

August 2, 1973

FOR INFORMATION

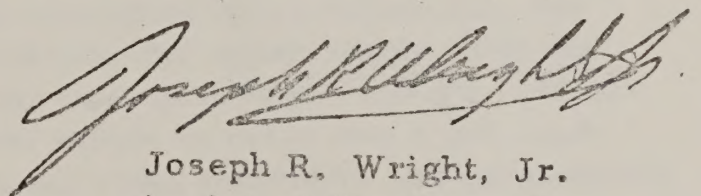
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Organization of the Department's EEO Program

The Office of Personnel will serve as my staff for the functions assigned to me as the Director of Equal Employment Opportunity in the Delegations of Authority published in the Federal Register of December 27, 1972.

The Director of Personnel will be responsible for developing and implementing the Department's Equal Employment Opportunity Program, including the Federal Women's Program and the Sixteen Point Program for those of Spanish descent. The functions of the Federal Women's Program Coordinator formerly located in the Office of Equal Opportunity are transferred to the Office of Personnel effective immediately.

The Director of Personnel will consult with the Office of Equal Opportunity on equal employment opportunity plans, procedures, and regulations before forwarding them to me for approval.



Joseph R. Wright, Jr.
Assistant Secretary for
Administration

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Directives Branch
A.D.



UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

This memo will be implemented August 2, 1973
by an AMS Notice or Instruction

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Appointments of Annuitants

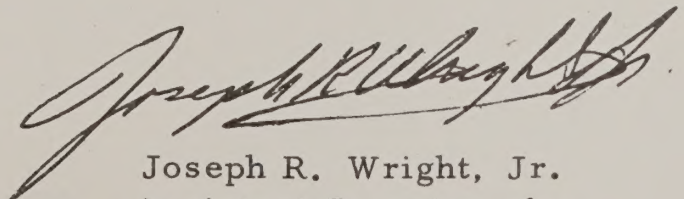
Effective immediately, all temporary appointments of annuitants shall be limited to 90 days in any one calendar year (whether full-time, part-time, or intermittent). This appointment may be extended for no longer than 90 days. Prior approval of the Office of the Secretary must be secured for any further extension. Annuitants given other than temporary appointments (at any grade level) are subject to prior approval of the Office of the Secretary. No commitments shall be made to the individual prior to securing this approval.

Employees retiring under an Agency Trial Retirement Program and electing to return to duty are exempt from the above requirements. Disability annuitants whose annuity has been or within one year will be discontinued because of recovery, and annuitants separated involuntarily also are exempt.

I believe this new procedure will help insure that we utilize our current available work force and serve to promote a continuing influx of qualified persons into the Department. No annuitant is entitled to be reemployed as a matter of right. In reemploying an annuitant, the appointing officer should be convinced that the appointment is in the Government's interest and not just for personal benefit of the individual. We must continue to make every effort to meet new work load requirements through adjustments in existing activities and procedures and by improved manpower control and utilization.

I am asking the Director of Personnel to issue appropriate internal instructions to implement these requirements.

Distributed By AMS, AS,
Directives Branch
A.D



Joseph R. Wright, Jr.
Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C.

July 1, 1914

MEMORANDUM FOR THE SECRETARY

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UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

August 17, 1973

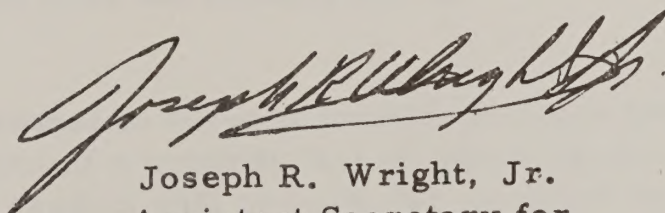
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Position Management

The average grade reported to the Office of Management and Budget for June 1973 was 7.906. This was our final report. The OMB will, however, continue to monitor average grade and apply selective grade controls when necessary.

A preliminary review of our average grade data indicates that more leadership and special action is needed to carry out the Administration's high priority interest in controlling grade creep through strong Position Management Programs. I am asking each of you to review your basic manpower requirements and staffing patterns and assure that any action taken is supported by new mission requirements or workload increases resulting from budgetary decisions. Consideration should be given to instituting management improvements which would lend themselves to better utilization of employees and nonfilling of positions as they are vacated. The relative priorities of any services that might need to be reduced also should be given consideration.

I know we can, through careful planning, make much more progress in position management planning and controls in order to achieve improved utilization of available manpower resources. I am counting on your support.



Joseph R. Wright, Jr.
Assistant Secretary for
Administration

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Agricultural History Branch
Historical Research Section
Head, 145, 500 12th St.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

August 24, 1973

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

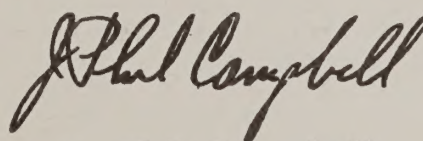
Vacant or Changed Supergrade Positions

We are attempting to get better utilization of our quota supergrade spaces. In order to accomplish this, the following procedures are effective immediately:

Whenever it is known that an existing position in Grade GS-16, 17, 18, or equivalent, is to become vacant, the Agency must report the fact immediately (within 3 days) to the Office of Personnel on CSC Form 915, "Notification of Vacancy," (in quadruplicate).

Vacant quota supergrade spaces will be retained in the Office of Personnel until a determination has been made on their assignment. If the Agency proposes to fill the same position or to reassign a supergrade space to another position within the Agency, it will be necessary to submit an appropriate justification to the Office of Personnel. No supergrade spaces can be filled or any commitment made to fill them until after prior approval has been granted by the appropriate Assistant Secretary or Director and the Under Secretary. No other papers, including CSC Form 916 or the Qualification Standard, should be submitted at the time the notification of vacancy is reported.

I have asked the Office of Personnel to issue instructions concerning the development and maintenance of a priority list of quota supergrade needs. I believe such a system will provide for an effective allocation method based on Department critical program needs.



J. Phil Campbell
Acting Secretary

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Historical Research Section
Head, 145, 500 12th St.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C.

August 24, 1931

MEMORANDUM TO THE SECRETARY OF AGRICULTURE

Report on the Survey of the Agricultural Situation

The following is a summary of the survey of the agricultural situation in the United States, as conducted by the Bureau of Agricultural Economics, during the year 1930.

The survey was conducted by the Bureau of Agricultural Economics, during the year 1930, and was designed to determine the general condition of the agricultural industry, and to determine the causes of the existing conditions.

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The survey was conducted by the Bureau of Agricultural Economics, during the year 1930, and was designed to determine the general condition of the agricultural industry, and to determine the causes of the existing conditions.

Very truly yours,
J. F. Campbell
Assistant Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

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Directives Branch
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September 6, 1973

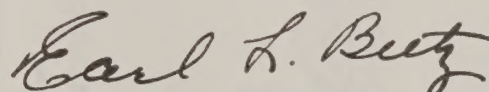
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Department 1973 EEO Plan

The Civil Service Commission has approved our 1973 Equal Employment Opportunity Plan. A copy of the approved Plan is attached.

Agencies need not make any changes in their 1973 EEO Plans to correspond with changes in the Department EEO Plan.

Agency EEO officials are responsible for completing action on a number of items in the Department EEO Plan. You should review the current status of each of the items assigned to Agency EEO officials and take any corrective action necessary for the proper implementation of the Department EEO Plan.


Secretary of Agriculture

Attachment

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 6, 1973

MEMORANDUM TO HEAD OF DEPARTMENT AGENCIES

Department 1973 EEO Plan

The EEO Plan for 1973 was approved by the EEO Commission on August 1, 1973. A copy of the approved plan is attached to this memorandum.

Agencies are requested to review the plan and advise the Department of any changes or comments by September 15, 1973.

Agencies are requested to advise the Department of any changes or comments by September 15, 1973. The Department will review the plan and advise the agencies of any changes or comments by September 15, 1973. The Department will also advise the agencies of any changes or comments by September 15, 1973.

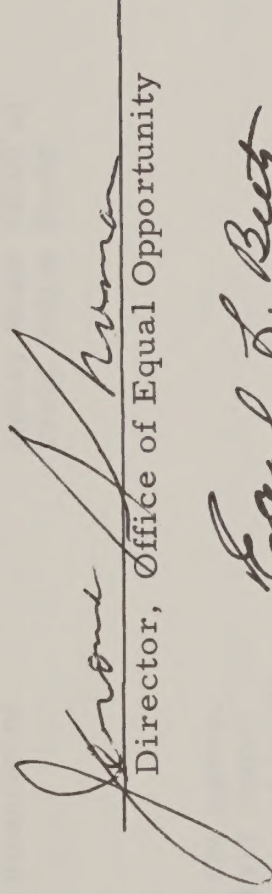
W. A. Rorer
Secretary of Agriculture

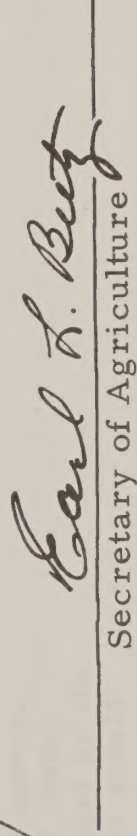
W. A. Rorer

UNITED STATES DEPARTMENT OF AGRICULTURE
ACTION PLAN FOR PROGRESS
IN
EQUAL EMPLOYMENT OPPORTUNITY
CALENDAR YEAR 1973

This Plan has been designed to provide meaningful progress in Equal Employment Opportunity within the Department of Agriculture for Calendar Year 1973.

Agency Heads are responsible for implementing its provisions throughout their respective Agencies.


Director, Office of Equal Opportunity


Secretary of Agriculture

ACTIVITY	ACTION BY	TARGET DATE
C. Qualifications of EEO Officials: The Agency Action Plan will contain the names and positions of all EEO Officials and specialists with full-time or part-time EEO status. Personnel with full-time EEO assignments must meet the qualifications prescribed by the CSC in Qualifications Standards Handbook X-118, "Equal Opportunity Specialist." Personnel assigned on a part-time basis must meet the Qualifications Guide for Collateral Assignments Involving Equal Employment Duties. A report of Qualifications of EEO Officials (Attachment No. 1) shall be completed and submitted with the Agency action plan.	Agency Heads (EEO's)	December 1, 1972
D. Reports on Personnel and Resources: The Agency Action Plan must indicate the personnel and the resources that are to be devoted to the EEO Program, including the proportion of salaries of EEO officials that is assignable to these activities; allocations for the expenses they incur, such as travel; and the allocations for such things as EEO training, preparation of brochures, advertising, etc. These allocations should be reported on duplicates of Attachment No. 2. If the allocations of money and manpower for filling out EEO forms is included, it should be done as a separate item. See FPM Bulletin No. 713-25 for further information.	Agency Heads (EEO's)	December 1, 1972

ACTIVITY	ACTION BY	TARGET DATE
E. Agency EEO Committees:		
(1) Each Agency shall have an EEO Committee. The Committee will include representatives of minority groups and women and various grade levels. The FWP Coordinator and the Coordinator for the President's Sixteen-Point Program should attend all committee meetings. The Agency EEO Officer will report on the makeup of the Agency's EEO Committee, including the representation in the Agency action plan. The Committee report should include the Committee's recommendations and the action that the EEO Office took.	Agency Heads (EEO's)	December 1, 1972 for establishing or re-constituting committees.
(2) Field installations with 100 or more employees must also establish Committees which shall have representatives of minorities and women and various grade levels. Field office heads will make reports similar to those required in subsection (1) to the Agency heads.	Field Office Heads	December 15, 1972
F. President's Sixteen-Point Program for Spanish-Surnamed People:		
(1) The Agency EEO Officer will be responsible for the effective administration of all aspects of the President's Sixteen-Point Program for Spanish-Surnamed People, including allocating sufficient resources for the Program.	Agency Heads (EEO's)	Report Progress in regular EEO reports

ACTIVITY	ACTION BY	TARGET DATE
(2) EEO Progress Reports will include a specific section on progress in employing and utilizing the Spanish-Surnamed, including recruitment activities and the development of jobs requiring bilinguality. There shall also be reports on the recommendations of the Sixteen-Point Program Coordinator and what has been or will be done about them.	Agency Heads	July 20, 1973 and Jan. 20, 1974
(3) The Agency 16 Point Program Coord. will meet monthly with the Dept. Coordinator to discuss ways to improve the Dept.'s Program.	16 Point Program Coordinators	Monthly
G. Federal Women's Program:		
(1) The Agency EEOO will be responsible for effecting the intent and purposes of the Federal Women's Program, including allocation sufficient resources to the Program.	Agency Heads (EEOO's)	
(2) EEO Progress Reports will include the recommendations of the Federal Women's Program Coordinator, and the actions that have been or will be taken in response to these recommendations.	Agency Heads	July 20, 1973 Jan. 20, 1974
(3) The Agency FWP Coord. will meet monthly with the Dept. Coordinator to discuss ways to improve the Dept.'s Program.	Federal Women's Program Coordinators	Monthly
H. Information to Employees:		
(1) The Secretary will send a letter to all employees informing them of their rights and responsibilities under the EEO laws and regulations,	Secretary	As soon as CSC regulations on the complaint procedure are issued. (done 3/7/73)

including the Department's commitment to complete equality of opportunity for all employees in all aspects of their employment.

ACTIVITY	ACTION BY	TARGET DATE
(2) The Agency EEO0 will send a letter to all employees telling of the availability of the EEO and Career Counselors and the FWP and Sixteen-Point Program Coordinators (identifying them), the complaints system and the mechanics of its use. Make it clear that employees may use the complaint procedure without fear of reprisal.	Agency Heads (EEO0)	Jan. 31, 1973
(3) Agencies shall provide orientation of all new employees, in person, if possible, to inform them of their rights and responsibilities under the EEO laws and guidelines. This should include an outline of the employee's rights under the complaints system. An outline of these presentations and the results of the meetings should be submitted with the final EEO Progress Report for the C.Y.	DEEOO's	Within one month after employee enters on duty.
(4) Use the bulletin boards. Prominently display the names, photos, office addresses and phone numbers of EEO Counselors and Career Counselors, and the names and addresses of those designated to receive formal complaints. When provided for in the promotion plan, post notices of all job vacancies within the hiring area for that job and their qualifications requirements. Post notices of all training programs and their entrance requirements and the date the training is to be offered.	Agency Personnel Officers Field Office Heads	Continuing. Bulletin Board will be checked for accuracy by 3/30 June 30, Sept. 30 and Dec. 30.
(5) Publicize the purpose and intent of the EEO Program, including the special emphasis programs on women and those of Spanish-descent.	Agency Personnel Officers with advice of FWP Coordinators and 16 Point Program Coordinators.	As needed. At least one release semi-annually by 6/30 & 12/31 /73

CON'T

(6) Publicize achievements of women in USDA.

Department's FWP Coordinator

Monthly

ACTIVITY	ACTION BY	TARGET DATE
I. Coordination of Effort:		
(1) Contact each Assistant Secretary or Director, reporting Agency Heads, to review and evaluate progress in implementing the Action Plan for Progress.	Director of EEO	April 30, 1973 Sept. 15, 1973 Feb. 15, 1974
(2) Arrange for the Secretary to meet with top officials of agencies and staff offices to reemphasize the need for continuing sensitivities to the goals of all groups in the EEO Program and action in effecting the Program throughout the Department.	Director of EEO	July 30, 1973
2. <u>RECRUITMENT ACTIVITIES DESIGNED TO REACH AND ATTRACT JOB CANDIDATES FROM ALL SOURCES</u>		
A. Recruiters:		
(1) Orient and train each recruiter concerning the EEO Program of the Department and the Agency and the special problems of each minority group and of women. (See 1.C.) Participation in the Dept.'s civil rights training program would be appropriate training. Personnel Officers (2) Insofar as possible, recruitment teams should contain women and minority group members.	Agency Personnel Officers Personnel Officers Field Office Heads	Initial training Nov. 30, 1973 Training of additional recruiters continuing Continuing

ACTIVITY	ACTION BY	TARGET DATE
B. Recruitment Approaches:		
(1) All recruitment literature should be designed to have universal appeal. Each piece should be attractive to all potential applicants.	Agency Personnel Officers Agency Heads	Continuing
(2) Maintain contacts with minority group and women's organizations, professional societies, and other sources of candidates for technical, professional, and management level positions, e.g., Cabinet Committee on Opportunities for Spanish-Speaking People, NAACP, Urban League, business and professional women's clubs. Seek recommendations from these groups on ways to implement the EEO Program, and use them as additional sources of job candidates.	Department FWP Coordinator Department 16-Point Program Coordinator Director of Personnel Agency Personnel Officers Field Office Heads	Continuing
(3) Develop and maintain continuing recruitment contacts with a representative grouping of schools having a large number of minority group and women students. Prepare visitation schedules.	Agency Personnel Officers Field Office Heads	Continuing Report progress in regular EEO reports
(4) Identify those positions for which bilinguality is a desirable qualification. Work with CSC to assure that bilingual candidates are available to the extent feasible to be considered for such positions. Make use of as many candidates whose mother tongue is not English as possible.	Agency Personnel Officers Field Office Heads	Identify positions by June 30 1973 Report progress in filling vacancies in regular EEO reports due July 20 1973 and Jan 20 1974

ACTIVITIES

ACTION BY

TARGET DATE

(5) Survey needs of applicants and employees, for special services such as day care facilities for children, or for adjustments to normal work schedules. Take appropriate action when feasible and practical.	Agency Personnel Officers Field Office Heads	Report progress in regular EEO Reports
(6) Apply resources with emphasis on those job series at an installation where there have been consistent lacks of employment of minorities and of women in professional, administrative and technical fields.	Director of Personnel Agency Personnel Officers Field Office Heads Agency Heads	Report progress in regular EEO Reports
(7) Employ Black, Spanish Descent, American Indian and Asian American teachers in summer jobs. Report with a breakdown by job type and grade for each minority.	Director of Personnel Agency Personnel Officers Field Office Heads	June 1973
(8) In hiring for or promoting to supervisory or managerial positions, give maximum consideration to those applicants who display positive understanding and interest in EEO goals and programs.	Agency Personnel Officers	Continuing
(9) Establish part-time employment opportunities whenever possible.	Agency Personnel Officers Supervisors	Continuing
C. Reviews and Reports:		
(1) Review all placement actions to insure that minority group candidates and women received full consideration. Document activity under-taken to assure qualified minority group and women candidates were considered, and retain these documents.	Agency Heads Agency Personnel Officers	July 1, 1973 Oct. 1. 1973

ACTIVITY	ACTION BY	TARGET DATE
(2) Report the jobs (and grades) recruited for and the schools visited; the number of trips to each school; the number of applicants broken down by job and minority group and women, and the results of recruitment efforts. Include efforts to attract student trainee, coop education, and other such candidates.	Agency Personnel Officers	July 20, 1973 Jan. 20, 1974
(3) Report contacts with minority groups, women's organizations and the results of their recommendations.	Agency Personnel Officers	July 20, 1973 Jan 20, 1974
D. Recruitment Goals:		
(1) Agency EEO Action Plans for CY 1973 will establish employment goals which are in line with Department guidelines in Attachment 3. These goals will be established to assure significant progress in those occupations and grade levels where employment of minorities and women in professional, administrative, and technical positions is not what reasonably should be expected in view of the potential supply of qualified members of those groups and the available opportunities within the organization.	Assistant Secretaries Agency Heads	December 1, 1972
(2) Set as high a goal as possible for the use of work-study, co-op, aid or training arrangements to prepare to fill projected vacancies. (See Appendix 1.) Make full use of the authorities which allow bringing employees on without the use of the FSEE. Include the availability of such opportunities in brochures, advertising, etc.	Agency Heads Field Office Heads	Report progress in regular EEO reports

ACTIVITY	ACTION BY	TARGET DATE
3. <u>FULL UTILIZATION OF THE PRESENT SKILLS OF EMPLOYEES</u>		
A. Skills Review and Action:		
(1) For employees identified as exceeding the Career Review Index (See AD-434 in Department's Performance Evaluation Plan), assure supervisory review is made to provide more effective matching of the skills of the employees with jobs, giving full consideration to minorities and women.	Supervisors	First Pay Period of 1973 and Continuing
(2) Promote or reassign, where possible, those employees with underutilized or non-utilized job skills, experience or potential. As appropriate, provide training where survey shows a need involving an employee's current job or to facilitate other job assignment.	Agency Personnel Officers Field Office Heads	Continuing Report progress in regular EEO Reports
B. Communication with Employees:		
Employees will be advised on promotional opportunities and qualification requirements during the Career Review process provided for in the Departmental Performance Evaluation Plan.	Agency Personnel Officers Field Office Heads	First Pay Period of 1973 and Continuing
C. Restructuring Jobs:		
(1) Survey jobs and redesign or re-engineer those where tasks not requiring full utilization of higher skills can be concentrated in jobs with lower skills requirements. Document survey and redesigning results.	Agency Personnel Officers Field Office Heads	Continuing

ACTIVITY	ACTION BY	TARGET DATE
4. <u>OPPORTUNITIES FOR EMPLOYEES TO ENHANCE THEIR SKILLS, PERFORM AT THEIR HIGHEST POTENTIAL, AND ADVANCE IN ACCORDANCE WITH THEIR ABILITIES IN LIGHT OF AVAILABLE OPPORTUNITIES (UPWARD MOBILITY)</u>		
A. Upward Mobility Efforts:		
(1) Establish an Upward Mobility authority to administer the Department's Upward Mobility Program.	Secretary	January 1, 1973
a. Announcement of the Department's Upward Mobility Program - The USDA Upward Mobility Program has four components as follows: (1) <u>The GED (General Educational Development) Program</u> through which participants may obtain a high school equivalency certificate; (2) <u>Operation Upgrade</u> which provides for placement and skills training needed to meet position qualifications; (3) <u>Career Opportunities Program</u> providing employees in subprofessional positions with educational and job opportunities leading to professional status through college study and on-the-job experience; and (4) <u>College Study Program</u> through which participants pursue a program of higher education necessary to prepare them		

ACTIVITY	ACTION BY	TARGET DATE
for job opportunities requiring a college level education. About 825 employees will be selected competitively to participate in the program during the first year as follows: GED Program - 100, Operation Upgrade 125, Career Opportunities Program - 100, and College Study Program - 500. Applicants must have a career conditional appointment and have been employed by USDA for at least one year, except for GED Program applicants who need not meet these eligibility requirements.	Upward Mobility Board Upward Mobility Unit	November 1973
A 14-member Department Upward Mobility Board, composed of top-level management and employee representatives, provides policy guidance and program review to the Upward Mobility Unit located in the Office of Personnel. The Director of Personnel is responsible for program direction and implementation. Applicant qualifications are reviewed by Candidate Evaluation Committees whose members are named by the Upward Mobility Board.	Director of Personnel Upward Mobility Board	August 1973
b. Issue regulations on Department's Upward Mobility Program.		

ACTIVITY	ACTION BY	TARGET DATE
(2) Establish meaningful goals in the Agency EEO Action Plans in the professional, administrative, technical, clerical and wage board positions for upward mobility of minority group employees and women (including their enrollment in appropriate training courses and programs.)	Agency Heads Assistant Secretaries	December 1, 1972
(3) Develop lower graded employees with the interest and potential for other work assignments for upward mobility through such activities as:	Director of Personnel Agency Personnel Officers Field Office Heads Supervisors	Continuing Report progress in regular EEO Reports
a. Upgrading of clerical, technical, and professional skills,		
b. Designing cross-over positions from one series to another which promote opportunities for advancement;		
c. Providing special training, coaching, and work experience when needed;		
d. Arranging for basic or special education when needed;		

ACTIVITY	ACTION BY	TARGET DATE
e. Participating in the Economic and Educational Opportunity Program to improve the skills and employability of the economic and educationally disadvantaged.		
f. Training supervisors and potential supervisors in MUST, in supervision of the disadvantaged, youths and adults with special problems.		
(4) Seek modification of qualifications and examining standards and eligibility criteria for training whenever experience shows in terms of jobs to be done.	Director of Personnel Agency Personnel Officers	Continuing
(5) Arrange tuition assistance, within the intent of the Government Employees Training Act (GETA), for those employees interested in upgrading their skills and knowledges.	Director of Personnel Agency Personnel Officers Field Office Heads	Continuing
(6) To the maximum extent feasible, all positions, except entry-level positions, GS-5 and above or equivalent shall be filled from within unless there are no qualified candidates for the position and none could be trained in a reasonable period of time.	Agency Personnel Officers Field Station Heads	Report progress in regular EEO reports
B. "Consideration for participation in the Executive Development Program shall be extended to all eligible employees without regard to race, color, religion, sex or national origin. In keeping with the Department's goal of achieving a fully integrated work force in all activities, special efforts should be made to seek out and give full consideration to minority group members and women employees."	Director of Personnel	July 1, 1973

ACTIVITY	ACTION BY	TARGET DATE
C. Communication with Employees:		
(1) Develop a system for communicating meaningful information on upward mobility and career opportunities to employees.	Director of Personnel	March 1, 1973 and continuing
(2) Provide "career counselor" activity at headquarters of each agency and at large field locations to encourage and guide interested employees toward career development, to assist those with underutilized or non-utilized skills, and to otherwise help employees prepare for advancement in line with their abilities and interests. Career Counseling may be assigned as a collateral duty to employees already working in employee development. In addition, a counselor should be assigned to each employee who is participating in an Upward Mobility Program to assure that the employee is progressing satisfactorily. A sufficient amount of official time shall be allotted to counselors to achieve meaningful results. Availability of career counseling services shall be periodically publicized through appropriate internal publications.	Agency Heads Agency Personnel Officers Field Office Heads	March 1, 1973 and continuing
D. Reviews:		
(1) In upward mobility, review actions taken on training, employee details, promotions and reassignments to assure objective and equitable selection consideration for all. Document facts of review and retain for investigations.	Director of Personnel Agency Personnel Officers	Continuing Report progress in regular EEO reports

ACTIVITY	ACTION BY	TARGET DATE
(2) Review screening, ranking and evaluation procedures in selecting employees to fill designated upward mobility positions so as to assure objective and equitable selection consideration for all. Document facts of review and retain.	Director of Personnel Agency Personnel Officers	Continuing Report progress in regular EEO Reports
(3) Report on implementation of the Career Counselor system, as provided in 4.C.(2) included the number of hours allocated for counseling with each employee and with each Upward Mobility trainee.	Career Counselors Agency Heads	Report progress in regular EEO Reports
5. <u>TRAINING, ADVICE, INCENTIVES, AND PERFORMANCE EVALUATION</u> <u>TO ASSURE PROGRAM UNDERSTANDING AND SUPPORT BY SUPERVISORS</u> <u>AND MANAGERS</u>		
A. Training and Advice:	Director of Personnel Agency Personnel Officers with advice from FWP Coordinators and 16-Point Program Coordinators	Continuing
EEO coverage shall be incorporated in all formal supervisory and managerial training courses and shall be such as to provide specific and practical training.		
B. Incentives and Awards:	Secretary Director of EEO Director of Personnel Agency Heads	Continuing
(1) Provide Department and Agency level honorary recognition programs to recognize those managers, supervisors, and employees who contribute notably to the Department's EEO Program.		

ACTIVITY	ACTION BY	TARGET DATE
(2) Report on all types of incentive awards given, broken down by individual, minority group and sex. Documents on the selection must be maintained and retained.	Director of Personnel	Annual
C. Performance Evaluation:		
Evaluate performance of supervisors in motivating, developing and promoting minority groups and women. Include performance of EEO goals. This aspect of the supervisors' performance should be judged using the EEO guidelines provided by the Office of Personnel.	Supervisors and Managers	Continuing
<u>6. PARTICIPATION IN COMMUNITY EFFORTS TO IMPROVE CONDITIONS</u>		
A. Communication with assistance to employees:		
(1) Issue annual policy letter to employees encouraging voluntary, personal participation in community efforts to improve equal employment opportunity and giving examples of worthwhile community activities that can use volunteers.	Assistant Secretary for Administration	January 31, 1973
(2) Assist employees to obtain suitable housing, transportation, etc., so that these factors do not become barriers to acceptance of employment for which they are qualified.	Agency Heads (EEO's) Field Office Heads	Continuing

ACTIVITY	ACTION BY	TARGET DATE
B. School and Organization Contacts:		
(1) Cooperate with minority and women's colleges, technical schools, vocational schools and high schools by assisting them to review and make changes in curriculum in order to qualify them for employment in fields offering challenge and career opportunities.	Director of Personnel Agency Personnel Officers Field Office Heads	Continuing
(2) Establish relationships with minority and women's organizations in the community.	Field Office Heads	Continuing
(3) Cooperate and work with U.S. Employment Service, State Employment Service Offices, Veterans Organizations, the Veterans Administration in employment matters. Use these as additional sources of minority and women candidates.	Director of Personnel Agency Personnel Officers Field Offices	Continuing
SYSTEM FOR INTERNAL PROGRAM EVALUATION AND PERIODIC PROGRESS REPORTS TO THE CIVIL SERVICE COMMISSION		
A. Required Actions and Reports:		
(1) Assure integration of EEO Plans and Evaluation efforts into overall Personnel Goals and Personnel Management Evaluation Program.	Director of Personnel	Continuing
(2) Review Plans for Progress in EEO and make any necessary recommendations for change. Followup to assure viable action plans.	Director of OEO Director of Personnel Agency Personnel Officers Agency Heads Installation Heads	Annual

ACTIVITY	ACTION BY	TARGET DATE
(3) Agencies shall regularly submit EEO progress reports. Such reports shall include an analysis of statistical information provided in the mode quarterly report. It shall also include a narrative on actions taken by the Agency in each of the action areas. There should also be an outline of projected actions, and explanations of why planned actions were not taken. The general theme of the reports should be to analyze (1) where the problem areas are, (2) what the effects have been of the actions that have been taken, and (3) the intended results of projected actions. They should be critical analyses of the Agency's problems rather than reports of successes. Agency reports shall follow the format in Personnel Letter No. 713-12	July 20, 1973 Jan. 20, 1974	
(4) Review Agency EEO reports. Followup as appropriate. Consolidate into Department-wide report and submit to CSC as required.	Agency Heads (EEO's) Director of Personnel Director of EEO	July 20, 1973 Jan. 20, 1974
(5) Meet with heads of Agencies and personnel officers to discuss EEO goals, achievements and problems.	Director of EEO Director of Personnel	January 31, 1973
(6) Review all CSC, OIG Inspection Reports and Agency self-evaluations. Follow up on necessary corrective action.	Director of Personnel Director of EEO	Continuing

ACTIVITY	ACTION BY	TARGET DATE
(7) Evaluate all EEO and personnel management courses for adequacy of training and assure as appropriate that the special problems of the Negro, Spanish Descent, American Indian, Asian American and women employees are covered in case studies, workshops or similar.	Director of Personnel Agency Personnel Officers 16 Point Program Coordinators FWP Coordinators	June 30, 1973
(8) Identify occupational categories and grade ranges of such categories which have been identified as needing special attention to insure full equality of opportunity. Give these positions special attention.	Director of Personnel Agency Personnel Officers	Continuing
(9) Prepare and analyze listing of occupational categories and grade ranges in which hiring is accomplished of persons with college degrees or equivalent. Show separately for each major occupational category listed the total number of appointments, broken out by minority groups, women and others.	Director of Personnel Agency Personnel Officers	Annual
(10) Use ADP to collect, maintain and printout review and analysis reports on employment levels, accessions, promotions, separations of minority group employees and women in the various occupations by GS Grades and salary groups and organizational levels throughout the Department.	Director of Personnel Agency Personnel Officers	As of the last pay period in March, June, September and December.
(11) Review Department personnel policies to assure they do not have a discriminatory impact.	Department's FWP Coordinator and 16- Point Program Coordinator	

ACTIVITY	ACTION BY	TARGET DATE
(12) The Office of the Inspector General shall do periodic audits of the Agencies' EEO activities for the Director of EEO and also other investigations upon the request of the Director of EEO within budgetary limitations.	Director of EEO Inspector General	Upon Request
8. <u>PROMPT, FAIR, AND IMPARTIAL PROCESSING OF COMPLAINTS OF DISCRIMINATION AND EQUAL EMPLOYMENT OPPORTUNITY COUNSELING</u>		
A. EEO Counselor System:		
(1) Agencies shall provide at least one trained EEO Counselor in each separate installation with 50 or more employees, and sufficient trained counselors in each large installation that employees will have already access to them (ratio no higher than one counselor to 500 employees.) Agencies with widely dispersed employee populations shall design a counselor system which shall assure employees an opportunity to contact a counselor either in person or by phone within a reasonable time. Agency plans shall have attached thereto a listing of all EEO counselors, the installation or area they serve and the number of employees covered.	Agency Heads	December 1, 1972

ACTIVITY	ACTION BY	TARGET DATE
(2) Agency plans shall provide for employee input in the selection of EEO counselors. This may be done by employees signing a nominating petition and if a certain number of signatures (for example 25 or more) are obtained then that person may be selected as an EEO Counselor. Where there is a sufficient number of persons nominated, not less than 50 percent of the Counselors to be appointed shall be selected from those nominated by the employees. In all instances, the persons selected as Counselors must meet or be trained, to meet the qualifications of FPM 713 2-6c, DPM 713 2-6c, and CSC BTN: Nos. 713-17 and 713-25. Counselors shall be appointed for a one-year term.	Agency EEO Officers	Annual or As Needed
(3) The EEO Counselor system as structured by the Agencies, will be supplemented by EEO Counselors at Large on the staff of the Director of EEO. They will have two main functions (a) to provide advice and guidance to part-time EEO Counselors, and (b) serve as Counselors-at-large.	Director of EEO.	Continuing
(4) An employee may select a counselor who is not in his own Agency. The Counselor so selected shall report directly to the EEO Officer, of the Agency against whom the complaint is made.		
(5) Agency EEO Officers shall submit monthly reports on EEO Counseling activity to the Director of Personnel. Individual EEO Counselor reports shall be retained for six months for special reviews.	Agency EEO Officer	Monthly - by the 10th of each month

ACTIVITY	ACTION BY	TARGET DATE
(6) Provide for replacement and training of EEO Counselors as needed, and for periodic review of the adequacy and competency of all personnel with complaint processing responsibilities.	Agency Head	Continuing
B. Complaint Investigation:	Inspector General	30 days after receipt (in individual employment discrimination cases - FPM 713-B)
(1) The Office of the Inspector General shall be responsible for the prompt investigation of discrimination complaints.	Inspector General	December 1, 1972
(2) Certify that all inspectors and Special Agents (Investigators) of discrimination complaints satisfy the Qualifications Guide for Collateral Assignments Involving Equal Employment Opportunity Duties. All new discrimination inspectors must meet these qualifications promptly after coming on the job.	Director of Personnel Agency Heads Director of EEO	75 Days from Filing of Formal Complaint
C. Complaint Processing:	Director of Personnel Director of EEO Assistant Secretary for Administration	180 Days from Filing of Formal Complaint
(1) a. Complete processing of all complaints of discrimination, including issuance of proposed disposition, within 75 calendar days of receipt of a formal complaint.		
b. Ensure issuance of final decision no later than 180 days of filing of charge. Follow through when necessary to determine reasons for failure to meet target date, and take corrective action.		

ACTIVITY	ACTION BY	TARGET DATE
c. Compile monthly report on EEO complaint processing and seek explanation of any processing delays:	Director of Personnel	Appropriate follow-up on delay by 15th of each month
from OIG for any investigation not completed within 30 days of the date of the Advice of Scheduled Investigation;		
from Agency officials for any proposed disposition not issued within 30 days of receipt of investigation;		
from Agency officials for any final decisions where complainant has not requested a hearing not issued within 30 days of issuance of proposed disposition.		

ACTIVITY	ACTION BY	TARGET DATE
(2) Provide complainant with written notice of final action taken on the complaint.	Director of EEO	180 Days from Filing of Formal Complaint
(3) Review complaint files and report to Director of EEO the age of each case and the reasons for delays in any that have exceeded the time limits. Report on corrective actions taken based on findings in cases. Follow up to ensure correction of conditions which led to the filing of the complaints.		
(4) Review all cases where there has been a findings of discrimination to determine the extent and kind of disciplinary action against supervisors or others which is warranted by the case.	Agency EEO Officers	Progress Report Each 30 Days - Final Report Upon Accomplishment of Correction
(5) By periodic followup with employees and counselors, or by other appropriate means, make sure that employees and applicants have full freedom without any possible fear of reprisal to use the complaint system to the fullest extent.	Agency Personnel Officers	15 Days from Date of Decision
D. Communication with Employees:	Agency EEO Officers	Semi-annual
(1) Publicize through the use of posters, bulletin boards, employee notices or other media, the availability of EEO counseling; identify counselors by name, photograph, location and office phone number.		
	Agency EEO Officers	Continuing

ACTIVITY	ACTION BY	TARGET DATE
(2) Each employee shall be furnished with a copy of the Department's Employee Handbook or other issuance which explains the Department's EEO Policy and the Discrimination Complaint Procedure.	Director of Personnel	Continuing

Report of Qualifications of Principal EEO Officials

I certify that the qualifications of all staff officials concerned with administration of the EEO Program including the following:

Name	Position	Location	FT or PT
------	----------	----------	----------

Example:

John Doe	DEEOO	Washington, D.C.	PT
----------	-------	------------------	----

has been reviewed by competent authority and the incumbents of these positions meet the standards outlined in Qualifications Standards Handbook X-118 under "Equal Opportunity Specialist GS-160" or "Qualifications Guide For Collateral Assignments Involving Equal Employment Opportunity Duties." Evidence that the review has been made and its findings are on file and available for review by Civil Service Commission officials.

SIGNATURE OF EEOO: _____ Date _____

AGENCY: _____

ADRESS: _____

REPORT OF SPECIAL AGENT IN CHARGE

I hereby certify that the following is a true and correct copy of the original document as it appears in the files of the Bureau.

DATE: 11-17-54
TO: SAC, NEW YORK
FROM: SAC, NEW YORK
SUBJECT: [illegible]

Enclosed for the Bureau are two copies of a letterhead memorandum (LHM) dated and captioned as above. The LHM was prepared by the New York Office and is being furnished to the Bureau for its information. The LHM contains information regarding the activities of [illegible] and is being furnished to the Bureau for its information.

ENCLOSURE

1	11-17-54	11-17-54
2	11-17-54	11-17-54
3	11-17-54	11-17-54
4	11-17-54	11-17-54
5	11-17-54	11-17-54

ALLOCATION OF PERSONNEL AND RESOURCES FOR EEO

A. EEO Program Personnel

(Figures in this section (A) should be projected as of the starting date of the EEO plan.)

1. HEADQUARTERS (includes Agency Headquarters offices and similar subordinate components.) Total Number of Employees:

	Full-time	Part-time
Equal Employment Opportunity Officer(s)	_____	_____
Deputy Equal Employment Opportunity Officer(s)	_____	_____
Federal Women's Program Coordinator(s)	_____	_____
Sixteen-Point Program Coordinator(s)	_____	_____
Other EEO Office or Staff Officials	_____	_____
EEO Counselors	_____	_____
Discrimination Complaint Investigators	_____	_____
Others	_____	_____

2. FIELD SUMMARY: Total Number of Field Employees:

Equal Employment Opportunity Officer(s)	_____	_____
Deputy Equal Employment Opportunity Officer(s)	_____	_____
Federal Women's Program Coordinator(s)	_____	_____
Sixteen-Point Program Coordinator(s)	_____	_____
Other EEO Office Staff Officials	_____	_____
EEO Counselors	_____	_____
Discrimination Complaint Investigators	_____	_____
Others	_____	_____

Full-time

Part-time

3. IDENTIFY FIELD UNIT (State, region, installation):

Total Number of Employees: _____

Equal Employment Opportunity Officer(s) _____

Federal Women's Program Coordinator(s) _____

Sixteen-Point Program Coordinator(s) _____

Other EEO Office Staff Officials _____

EEO Counselors _____

Discrimination Complaint Investigators _____

Others _____

B. Personnel and Fiscal Resources

1. HEADQUARTERS

Man-Years

Dollars*

EEO Counseling _____

Complaint Processing _____

EEO Program Administration _____

EEO Subject-Matter Training _____

Remarks: _____

2. FIELD SUMMARY

Man-Years

Dollars*

EEO Counseling _____

Complaint Processing _____

EEO Program Administration _____

Man-Years

Dollars*

EEO Subject Matter Training

Remarks:

*(Include the dollar costs for salaries and benefits and other expenses such as travel, transcripts, all reimbursement fees for EEO Investigators and EEO Complaint Examiners, etc.)

3. Identify field unit (State, region, installation)

EEO Counseling

Man-Years

Dollars*

EEO Counseling

Complaint Processing

EEO Program Administration

EEO Subject Matter Training

Remarks:

*(Include the dollar costs for salaries and benefits and other expenses such as travel, transcripts, all reimbursement fees for EEO Investigators and EEO Complaint Examiners, etc.)

NAME AND ADDRESS OF AGENCY: _____

SIGNATURE OF SUBMITTING OFFICIAL: _____

DATE: _____

ACTIVITY	ACTION BY	TARGET DATE
Hiring and Promotion of Minority Group Employees and Women		
A. Permanent Full-Time Hiring		
Each Agency shall establish its own goals consistent with the Departmental goals established below to assure continued progress in equal employment opportunity.		
(1) Minority Groups		
a. Professional and Administrative	10.0%	
b. Aids and Technicians	25.0%	
c. Clerical and Wage Grade	16.6%	

ACTIVITY

(2) Women

a. Professional, Technical & Administrative

Positions Filled from These Disciplines:

General Business, Accounting, Economics
Political Science
Forestry, Engineering and Architecture
Soil Science
Veterinary Medicine
Chemistry

All other disciplines or from experience in lieu of academic experience

Percentage Goal

10.0%
19.9%
1.0%
5.1%
7.4%
18.0%
15.0%

B. Permanent Full-Time Promotions

Promotion rates for EEO group employees will remain at the current promotion levels. Agencies should make a concerted effort to elevate the average grade level of these groups.

The Goals are:

(1) The promotion rate for minorities should be maintained at 30% of total full-time general schedule minorities.

(2) For women the promotion rate should be maintained at 32%.

These rates are computed by dividing the total number of promotions for the group being compared by the average minority (or women) full-time employment during the year. These rates compare to a general promotion rate for all permanent full-time employees of 20%.

STATEMENT OF RESPONSIBILITIES OF PRINCIPAL EEO STAFF,
PROGRAM MANAGERS, SUPERVISORS, AND PERSONNEL OFFICERS

Director of Equal Employment Opportunity. The Assistant Secretary for Administration is the Director of EEO. The Director of EEO will set policy direction for the Department's EEO Program, will issue decisions on individual EEO complaints appealed to him and decisions on all third-party discrimination complaints, and will approve all major procedures and regulations on EEO, including the Department's EEO Plan, before they are issued.

Director of Personnel. The Director of Personnel will perform all staff work for the Director of EEO and for the Upward Mobility Board. He will prepare all plans, procedures, and regulations in consultation with the Director of the Office of Equal Opportunity for the approval of the Director of EEO. The Director of Personnel will prepare all decisions on EEO complaints for the Director of EEO. The Director of Personnel will issue all operational instructions on the EEO Program.

Federal Women's Program Coordinator. The Federal Women's Program Coordinator will advise the Director of EEO and the Director of Personnel on the development and implementation of the Department's EEO Program as it affects women.

Director, Office of Equal Opportunity. The Director of the Office of Equal Opportunity will make recommendations to the Director of EEO on complaints decisions prepared by the Director of Personnel. The Director OEO will also have an opportunity to submit comments on plans, procedures, and regulations to the Director, OP, before those plans are issued.

Sixteen Point Program Coordinator. The Sixteen Point Program Coordinator will advise the Director of EEO and the Director of Personnel on the development and implementation of the Department's EEO Program as it affects those of Spanish-descent.

Upward Mobility Board. The Upward Mobility Board will be composed of three Assistant Secretaries or Group Directors, the Director of Personnel, the Director, OEO, employee representatives and other designated employees. The Under Secretary will chair the Board. The Board will monitor the Upward Mobility Program, advise on program content, and assure that necessary policies and procedures are in effect.

Department EEO Committee. An EEO Committee composed of employees of various Agencies, races, grades, sexes, and job types will meet and informally advise the Director of EEO on the effectiveness of the Department's EEO Program and any necessary changes in the program. The Department's FWP Coordinator and 16 Point Program Coordinator will be members of this Committee.

Equal Employment Opportunity Officer. Each Agency head is an Equal Employment Opportunity Officer (EEOO) for his Agency. Each EEOO is responsible for the proper implementation of the Department's EEO Program within his Agency, including the development of supplemental instructions and an Agency EEO Plan for each year. In EEO matters, the EEOO reports to and is under the direction of the Director of EEO.

Deputy Equal Employment Opportunity Officers. Each EEOO shall appoint as many Deputy EEOO's as necessary depending on the Agency organization and geographic location of its employees. The DEEOO's are responsible for the day-to-day operation of the Department and Agency EEO Program within their area.

Agency Federal Women's Program Coordinators. The Agency FWP Coordinators shall advise the EEO Officer on the development and implementation of the Agency EEO Program as it affects women.

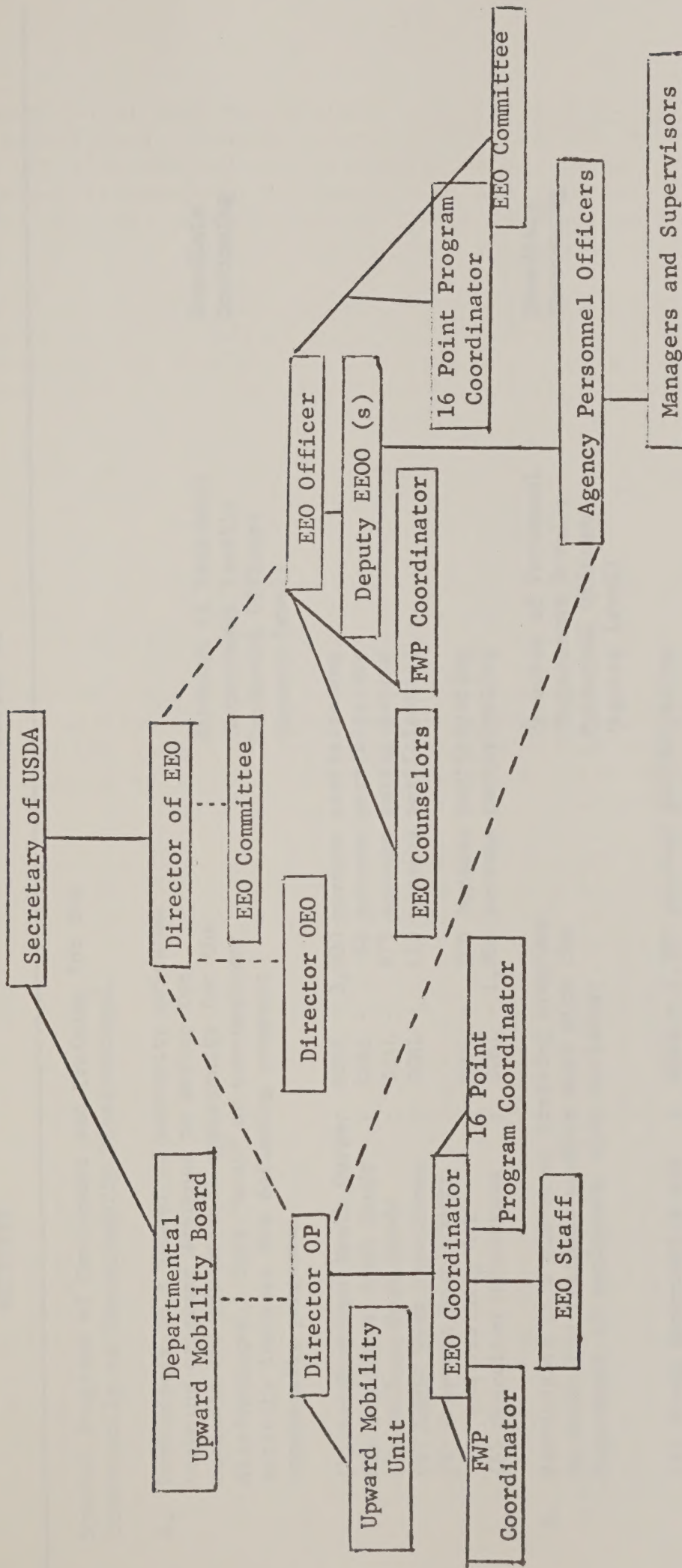
Agency 16 Point Program Coordinators. The Agency 16 Point Program Coordinators shall advise the EEO Officer on the development and implementation of the Agency EEO Program as it affects those of Spanish-descent.

Agency EEO Committees. These Committees shall be composed of employees of various grades, races, sexes, and job types. The Committee shall advise the EEO Officer on the effectiveness of the Agency EEO Program. The Agency FWP and 16 Point Program Coordinators shall be members of the Agency EEO Committees.

EEO Counselors. EEO Counselors shall counsel employees who contact them with an EEO complaint and attempt to reach an informal resolution of their complaint. They shall inform aggrieved employees of the procedures for filing a formal EEO complaint.

Agency Personnel Officers or EEO Staff. Agency Personnel Officers or EEO Staff are responsible for the staff work and day-to-day operation of the Agency EEO Program, including the preparation of Agency plans, procedures, and regulations for approval by the DEEOO or the EEOO. Although basically responsible to the DEEOO and the EEOO, Agency Personnel Officers or EEO Staff also receive and carry out operational instructions from the Director of Personnel.

Managers and Supervisors. All managers and supervisors are responsible for seeing that all personnel practices within their jurisdiction are free from discrimination because of race, color, religion, sex, or national origin. Personnel practices include but are not limited to placement, promotion, training, details, reassignments, and working conditions.



ACTIVITY	ACTION BY	TARGET DATE
Special Programs of Employment and Training for the Economically or Educationally Disadvantaged.		
A. Participate in a number of community oriented training programs designed to better the economic and educational opportunity for the disadvantaged. This "host" or non-employer activity includes the following economic opportunity programs:	Director of Personnel (Department level); Personnel Officers (Agency level)	Immediate Continuing
(1)	Neighborhood Youth Corps: GOAL - 3,000 persons participating	
(2)	Vocational Work Study : GOAL - 80 persons participating	
(3)	College Work Study : GOAL - 975 persons participating	
(4)	Adult Work Experience : GOAL - 175 persons participating	
(5)	Manpower Development and Training Act : GOAL - 200 persons participating	
(6)	Operation Mainstream : GOAL - 1,900 persons participating	
B.	Participate in a number of training programs in which the trainees perform work with the Department as employees; this includes:	Immediate Continuing
(1)	Youth Opportunity and : GOAL - 2,900 persons participating	
(2)	Stay in School Veteran's Readjustment : GOAL - 110 persons participating	
(3)	Appointments : GOAL - 300 persons participating	
(4)	Physically Handicapped : GOAL - 5 persons participating	
(4)	Mentally Handicapped : GOAL - 5 persons participating	

ACTIVITY	ACTION BY	TARGET DATE
C. Participate with District of Columbia Public Schools System in Project 400, a program offering professionally trained Department employees, who are not teachers, the opportunity to volunteer their services in the regular curriculum of the D.C. High Schools. (School year 9/1972 to 6/1973).	Director of Personnel Personnel Officers	June 30, 1973
D. Minority Group EEO Hiring and Training Programs.	Director of Personnel Personnel Directors	June 30, 1973
(1) Professional Employment - Training (Part-Time)		
Student Trainee (c/y 1973)	: GOAL - 85 persons participating	
Coop Educational	: GOAL - 50 persons participating	
Junior Fellowship (c/y 1973)	: GOAL - 40 persons participating	
Faculty Employment (c/y 1973)	: GOAL - 25 persons participating	
ITA	: GOAL - 10 persons participating	
Summer Intern (c/y 1973)	: GOAL - 15 persons participating	
(2) Training (Full-Time)		
College & Univ. Training		
Full-Time (1 semester or more)	: GOAL - 16 persons participating	
Part-Time (1 or more courses for credit)	: GOAL - 132 persons participating	
Government Training (1 week or more)	: GOAL - 973 persons participating	
Other IBM, A.M.A. Short		
College Courses -		
USDA Graduate School	: GOAL-1032 persons participating	

THE UNIVERSITY OF MICHIGAN
LIBRARY
ANN ARBOR, MICHIGAN

September 14, 1971

Professor Robert T. Miller

University of Michigan

Dear Professor Miller: I am writing to you in response to your letter of August 24, 1971, regarding the manuscript of my book, "The Structure of the English Verb." I am sorry that I cannot give you a more definitive answer at this time, but I am sure that you will understand my position.

I am sure that you will understand my position.

I am sure that you will understand my position.

I am sure that you will understand my position.

I am sure that you will understand my position.

I am sure that you will understand my position.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

CD
Agricultural History Branch
Historical Research Section
Head, 145, 500 12th St.

WASHINGTON, D. C. 20250

September 28, 1973

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Superior National Forest Advisory Committee

The Forest Service needs and wants the counsel of informed citizens on policies and programs and the application thereof. Such counsel is helpful in rendering more effective public service. For this purpose, the Superior National Forest Advisory Committee was originally established in 1967 by the Secretary of Agriculture.

This memorandum reestablishes the committee for a two-year period. Reestablishment is in the public interest in connection with duties imposed upon the Department by law.

SCOPE AND OBJECTIVES. The scope of the committee shall include the areas of policy, programs, and planning affecting the administration of Forest Service activities in the Superior National Forest, including the Boundary Waters Canoe Area. The objectives of the committee shall be to provide the benefits of involving a cross section of interested citizens in the decision making process on the Superior National Forest. The responsibility for final decisions will however, remain with the Forest Service in accordance with existing laws and regulations.

DUTIES. The duties of the advisory committee shall be to study, discuss, and advise the Forest Supervisor on management activities on the Superior National Forest. Agenda items shall be developed by the Forest Supervisor and the committee. Members may propose items for the agenda by submitting them to the Forest Supervisor at least 40 days in advance of the regularly scheduled meeting.

MEMBERSHIP. The committee shall be composed of a maximum of twelve members. The Forest Supervisor will serve as chairman, and a Forest Service employee will serve as secretary. Term of membership shall be for two years. Members shall be chosen from among public-spirited citizens on the basis of their qualifications and interest in the National Forests.

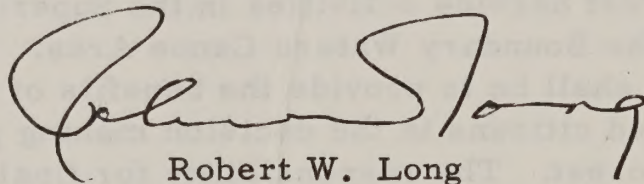
MEETINGS. The committee shall hold one regularly scheduled meeting annually, and special meetings as appropriate at the call of

chairman. The regular meeting will normally be held in Duluth, Minnesota, and will be open to the public.

ADMINISTRATION. The committee shall report to and receive necessary support from the Forest Supervisor of the Superior National Forest Eastern Region of the Forest Service, Department of Agriculture. Members may, at their option, be reimbursed by the Forest Service for their travel and per diem costs. Estimated annual operating costs: \$1,420; man-year .14.

TERMINATION. The functions of this committee could not reasonably be completed in less than two years. The committee will terminate two years from date of this memorandum, unless the Secretary determines not more than sixty (60) day prior to the termination date that continuation is in the public interest.

This memorandum also serves as a charter of the Superior National Forest Advisory Committee.



Robert W. Long
Assistant Secretary for Conservation,
Research and Education

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

Distributed By AMS, AS,
Directives Branch
A,D

October 31, 1973

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Mountain Plains Federal Regional Council
Request for Information

The Mountain Plains Federal Regional Council (Region VIII) has requested information relative to the employment and delivery of programs to Spanish-origin people and communities. The States covered are (Wyoming, Colorado, South Dakota, North Dakota, Utah, and Montana.)

In order to comply with the Council's request, each Agency is asked to report in triplicate to the Director of Personnel not later than November 15, 1973, information in the areas listed below:

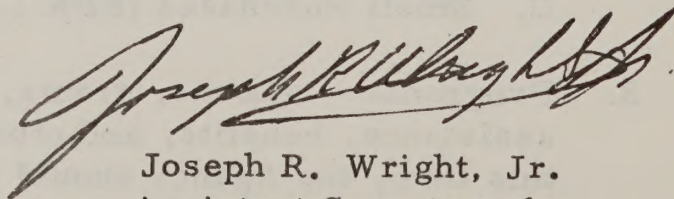
1. Employment -- The Agency affirmative action program for employment and utilization of Spanish-origin employees including goals and timetables to improve the utilization of this group during the 1974 calendar year.
2. Procurement and Contracting -- Report the projected contract projects for FY 1974 in the supply and service (including construction) areas. Include in this report action plans or other steps in effect to assure that Spanish-speaking contractors, in the aforementioned six-state area, are given every opportunity to participate in existing minority enterprise programs. Specific programs to be covered in the report are:
 - A. Section 8(a) (FPR 1-1.713)
 - B. Minority Business Enterprises (FPR 1-1.13)
 - C. Small Purchases (FPR 1-3.601)
3. Programs -- (Loans, grants, subsidies, technical assistance, benefits, and other programs.) Under this item, the Agency should report on programs

which benefit the Spanish-origin communities or individuals, including the dollar amounts projected in these states for FY 1974 and the percentage expected to benefit Spanish-speaking persons.

The report is to be used in conjunction with a contract between the Mountain Plains Federal Regional Council and the Implementation Review Board (IRB) representing the Spanish-speaking communities.

Under terms of this contract, the Implementation Review Board will audit action activities and advise the Regional Council of its findings. They will relate the needs and problems of the Spanish-speaking persons with the Agency reports. Emphasis will be placed in the area of:

1. Agencies' efforts to assure equitable participation of the Spanish-speaking in programs and the development of programs directed toward the needs of the Spanish-speaking individuals.
2. Coordination of specific Agencies' programs to enhance opportunities for the employment of Spanish-speaking individuals.
3. Implementation of Agencies' plans in assisting Spanish-speaking business enterprises seeking contracts with the Federal Government in such areas as construction, consultant work, small purchases, and others. In addition, it will be the IRB's responsibility to review (A) efforts aimed at providing technical assistance to individuals living in urban and rural areas wishing to enter the world of business; and (B) the maintenance and distribution, on a current basis, of a list of Spanish-speaking business enterprises.
4. The continuing of Information Clinics on a regular basis in order to bring Spanish-speaking communities specific information, at their request, about existing programs and procedures for participation in them.



Joseph R. Wright, Jr.
Assistant Secretary for
Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

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November 8, 1973

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Sixteen-Point Program Coordinator's Meeting

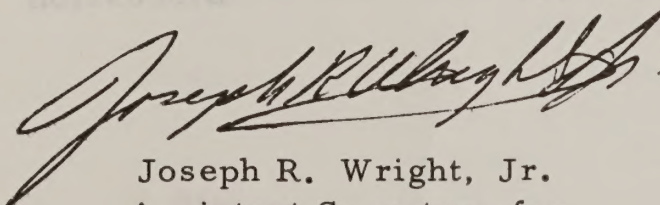
Secretary's unnumbered memorandum to all employees dated March 7, 1973, and titled Equal Employment Opportunity endorsed the Department's commitment to achieve the objectives of the Equal Employment Opportunity Act of 1972, that is, to assure equal opportunity for all employees.

The Sixteen-Point Program for the Spanish-Speaking is a special emphasis program in the overall EEO effort and is required by the Department Equal Employment Opportunity Plan. Agencies have appointed Sixteen-Point Coordinators to assist with the implementation of this program.

In this regard, Agency Sixteen-Point Program Coordinators are to meet monthly in accordance with the Equal Opportunity Plan to discuss ways to improve the Department's Sixteen-Point Program and to develop a closer working relationship with the Department's goals in implementing the program in the areas of recruitment, promotion, training, and upward mobility of the Spanish-surnamed.

The first meeting will be held on November 13, 1973, in Room 509-A at 10:00 a.m. A copy of agenda for this first meeting is attached.

See reverse side



Joseph R. Wright, Jr.
Assistant Secretary for
Administration

Agenda for USDA Sixteen-Point Program Coordinator Meeting
November 13, 1973
Room 509-A Adm. Bldg.

10:00-10:05	OPENING Mr. Medardo Sanchez, Jr. USDA Sixteen-Point Program Coordinator
10:05-10:30	WELCOME - USDA's Expectations from the Sixteen-Point Program and the Coordinators in USDA Mr. Joseph Wright, Jr. Assistant Secretary for Administration
10:30-10:50	Dr. Henry Ramirez, Chairman Cabinet Committee on Opportunities for Spanish Speaking People
10:50-11:10	Role of the Sixteen-Point Program Coordinator, Mr. Gene Costales, Director of Spanish-Speaking Programs, U.S. Civil Service Commission
11:10-11:50	Personnel Management, Equal Employment Opportunity, and the Sixteen-Point Program Mr. S. B. Pranger, Director of Personnel Mr. Morris Simms, Deputy Director Mr. Robert Birdsong, Chief, EEO Staff
11:50-12:00	Discussion

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

November 15, 1973

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

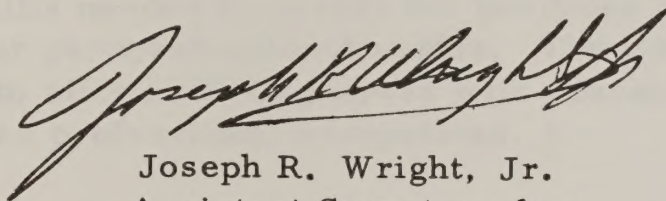
Disadvantaged Business Assistance

Secretary's Memorandum No. 1778 of April 6, 1972, reemphasized the commitment of this Department to the national program for Minority Business Enterprise. A significant element of this program is the assistance provided to disadvantaged business firms under Section 8(a) of the Small Business Act (15 USC 637a).

Your efforts to achieve FY 1973 Section 8(a) goals were appreciated. A renewed effort must now be mounted to give support to this very important aspect of the minority enterprise program.

A Department goal of \$6,600,000 has been set for 8(a) contract awards to disadvantaged business firms in FY 1974. This goal includes all USDA programs contracting for services and supplies, construction, and agricultural commodity procurements.

Agency goals are stated on the reverse. The Director of Plant and Operations will coordinate the "8(a)" program for the Department. Your continued strong support of this program is necessary in order that we may attain our goal.



Joseph R. Wright, Jr.
Assistant Secretary for
Administration

See reverse side

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FY 1974 Agency Goals

for

"8(a)" Contract Awards to Disadvantaged Business Firms

<u>Agency</u>	<u>Service and Supply</u>	<u>Construction</u>	<u>Commodities</u>
AMS	\$ 200,000		\$ 567,000
ARS	225,000	\$ 100,000	
ASCS	50,000		1,387,000
APHIS	300,000	10,000	
FHA	10,000		
FNS	240,000		161,000
FS	1,300,000	1,000,000	
OMS	100,000		
SCS	200,000	750,000	
	\$2,625,000	\$1,860,000	\$2,115,000

TOTAL \$6,600,000

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UNITED STATES DEPARTMENT OF AGRICULTURE

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WASHINGTON, D. C. 20250

November 27, 1973

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Assessment of Department Upward Mobility Positions

Secretary's Memorandum No. 1662, Supplement 6, October 18, 1972, describing the Department Upward Mobility Program, advised Agencies that the Program would require them to make "substantial, long-term manpower and financial resource commitments".

The Department Upward Mobility Program is designed to provide training, education and job opportunities for Department of Agriculture employees in single-interval series positions at the GS-1-10 grade levels, and WG employees in any series, who are located in the Washington, D. C. Metropolitan Area. This program is designed to help employees who are presently in dead-end positions acquire skills and abilities which will enable them to compete for advancement to positions of greater responsibility and to achieve their highest potential.

This Memorandum is concerned with the implementation of two program components, Operation Upgrade and the Career Opportunities Program. Operation Upgrade is to provide 125 employees with opportunities to acquire skills needed to qualify for positions in the administrative, technical or paraprofessional series. The Career Opportunities Program is to afford 100 employees with education or training required to enter professional occupations.

Each Agency is hereby directed to designate positions, according to the attached schedule, to be used in Operation Upgrade and the Career Opportunities Program components of the Department Upward Mobility Program. I have also attached a listing of occupational series and titles which may be used as a guideline by each Agency in designating positions. Agencies may designate positions in occupational series other than those contained in the Attachment provided such positions are at comparable grade levels and meet the purposes of the Department Upward Mobility Program.

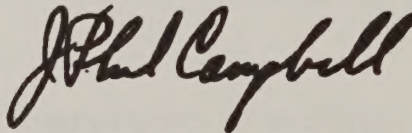
In making designations, Agencies should identify entry level of positions and final target grades that selected employees should expect to obtain with satisfactory performance. Since on-the-job training and

formal education or training will be required to qualify for these positions, designations should be made at the entry level of each series. Specific grade levels of the designated positions, however, will be determined on the basis of the participant's qualifications and experience.

Departmental Candidate Evaluation Committees selected by the USDA Upward Mobility Board will evaluate the qualifications and potential of Program applicants. The best qualified and those identified as having high potential will be recommended to the Agencies for their consideration in filling the designated positions.

Agencies will provide the Office of Personnel with a training plan for each individual placed in a designated position under the Department Upward Mobility Program. Where applicable, the Department "Training Agreement to Further Upward Mobility" will be used in developing Program participants.

Agency responses, listing designated positions by series, title, entry level and target grade, are due in the Career Development Staff, Office of Personnel, Room 344-W, by December 10, 1973.



J. Phil Campbell
Under Secretary

Attachment

AGENCY ALLOTMENT

<u>Career Opportunities Program</u>	<u>Agency</u>	<u>Operation Upgrade</u>
16	ARS	16
2	SEC	2
1	CEA	2
6	ASCS	7
1	FCS	2
1	FCIC	2
4	FHA	5
10	AMS	8
3	ES	3
5	FS	7
4	FAS	5
1	NAL	2
2	COMM	3
0	OGC	2
5	REA	6
4	SCS	5
2	OMS	3
7	ERS	8
1	CSRS	1
4	SRS	5
1	OIG	2
1	P&SA	2
1	EMS	2
5	FNS	6
8	APHIS	10
1	B&F	2
1	OIS	2
1	OEO	1
1	OP	2
1	P&O	2
100		125

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 19, 1973

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Assistance to the Office of Petroleum Allocation

Mr. Roy A. Ash, Director of the Office of Management and Budget, is requesting the continued cooperation of all Agencies in providing assistance to the Office of Petroleum Allocation.

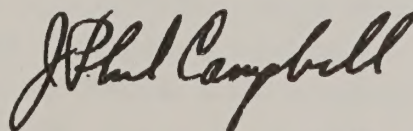
This cooperation is even more important in the days immediately ahead as the mandatory allocation program is broadened and formalized. At this time each regional office of the Office of Petroleum Allocation is short approximately 35 persons. Until such time as OPA can fully staff all offices with permanent employees, Agencies will be called upon to provide field personnel for temporary details up to 120 days.

OMB, for its part, has temporarily assigned personnel to each regional OPA office and to the national OPA office. They will assist in the startup effort.

I would appreciate greatly your apprising all of your employees, particularly in the field, of the need to respond promptly to requests from OPA for additional staff resources and other assistance during this period. The prime need is for quality personnel.

The Office of Personnel will have responsibility to coordinate the Agency personnel detail effort. Please instruct your field offices to advise their Personnel Officer in Washington, D. C., of any request for details from OPA Regional Offices. The Personnel Officer, in turn, will advise Patricia Killen, Office of Personnel, 447-2435.

I know you are aware of the great importance attached to this program and will continue to support the effort by assuring prompt cooperation when requests for assistance are received.



J. Phil Campbell
Under Secretary

ERS ESAD CB
Agric. History Br., Chief
Room 144, 500 12th St.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

December 19, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Assistance to the Office of International Agriculture

Mr. Roy A. Ash, Director of the Office of International Agriculture, is requesting the cooperation and assistance of all Agencies in providing assistance to the Office of International Agriculture.

This cooperation is most important to the Office of International Agriculture as the Agency's assistance is needed to carry out the program. At this time, each Agency's office of the Office of International Agriculture is being requested to provide assistance to the Office of International Agriculture. It is requested that each Agency's office of the Office of International Agriculture be kept advised of the progress of the program. It is requested that each Agency's office of the Office of International Agriculture be kept advised of the progress of the program.

OMB, for its part, has requested assistance from the Office of International Agriculture. They will assist the Office of International Agriculture. They will assist the Office of International Agriculture.

I would appreciate your assistance in this program. I would appreciate your assistance in this program. I would appreciate your assistance in this program. I would appreciate your assistance in this program.

The Office of International Agriculture will have responsibility to coordinate the Agency's assistance in this program. The Office of International Agriculture will have responsibility to coordinate the Agency's assistance in this program. The Office of International Agriculture will have responsibility to coordinate the Agency's assistance in this program.

I hope you will assist in this program. I hope you will assist in this program. I hope you will assist in this program. I hope you will assist in this program.

[Signature]
Roy A. Ash
Director, Office of International Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 19, 1973

SECRETARY'S MEMORANDUM NO. 1834

Citizens Advisory Committee on Civil Rights

To renew and strengthen our efforts in the area of civil rights, I hereby establish a Citizens Advisory Committee on Civil Rights. Establishment of this Committee is in the public interest in connection with the performance of duties and responsibilities of this Department.

The function of this Committee is to:

- (a) review all aspects of the Department's policies, practices, and procedures which promote equal opportunity;
- (b) advise me of the effectiveness of our program directives that are designed to achieve compliance; and
- (c) recommend changes in Department rules, regulations, and orders to assure that our activities are free from discrimination, based on race, color, sex, religion, national origin, age or marital status.

The Committee members, to be appointed by the Secretary, will be from varied backgrounds and interests. The Committee, which will report to the Secretary, will terminate two years from the date of this memorandum. The duties of the Committee could not reasonably be completed in less than two years.

Meetings will be held on a quarterly basis at an estimated annual operating cost of \$8,500.00. The Office of Equal Opportunity will provide the necessary support for the Committee. It is anticipated this will require less than one man-year.

The Director, Office of Equal Opportunity, will be Chairman of the Committee and the Deputy Director will serve as Vice Chairman. The Executive Assistant, Office of Equal Opportunity, will serve as Executive Secretary. Funds are available for travel and other official expenses of the committee members in accordance with applicable regulations of the Department of Agriculture.

Secretary's Memorandum No. 1709 of October 2, 1970, is hereby superseded.

Earl L. Butz
Secretary of Agriculture